

Public Document Pack

CABINET Agenda

- Date Monday 17 September 2018
- Time 6.00 pm
- Venue Crompton Suite, Civic Centre, Oldham, West Street, Oldham, OL1 1NL
- Notes
1. DECLARATIONS OF INTEREST- If a Member requires any advice on any item involving a possible declaration of interest which could affect his/her ability to speak and/or vote he/she is advised to contact Paul Entwistle or Liz Drogan in advance of the meeting.
 2. CONTACT OFFICER for this Agenda is Liz Drogan Tel. 0161 770 5151 or email elizabeth.drogan@oldham.gov.uk
 3. PUBLIC QUESTIONS – Any member of the public wishing to ask a question at the above meeting can do so only if a written copy of the question is submitted to the Contact officer by 12 Noon on Wednesday, 12 September 2018.
 4. FILMING – This meeting will be recorded for live and/or subsequent broadcast on the Council’s website. The whole of the meeting will be recorded, except where there are confidential or exempt items and the footage will be on our website. This activity promotes democratic engagement in accordance with section 100A(9) of the Local Government Act 1972. The cameras will focus on the proceedings of the meeting. As far as possible, this will avoid areas specifically designated for members of the public who prefer not to be filmed. Disruptive and anti social behaviour will always be filmed.

Any member of the public who attends a meeting and objects to being filmed for the Council’s broadcast should advise the Constitutional Services Officer who will instruct that they are not included in the filming.

Members of the public and the press may also record / film / photograph or broadcast this meeting when the public and the press are not lawfully excluded. Please note that anyone using recording equipment both audio and visual will not be permitted to leave the equipment in the room where a private meeting is held.

Recording and reporting the Council’s meetings is subject to the law including the law of defamation, the Human Rights Act, the Data Protection Act and the law on public order offences.

Item No

- 1 Apologies For Absence
- 2 Urgent Business
Urgent business, if any, introduced by the Chair
- 3 Declarations of Interest
To Receive Declarations of Interest in any Contract or matter to be discussed at the meeting.
- 4 Public Question Time
To receive Questions from the Public, in accordance with the Council's Constitution.
- 5 Minutes of the Cabinet meeting held on 20th August 2018 (Pages 1 - 6)
- 6 Revenue Monitor and Capital Investment Programme 2018/19 Quarter 1 – June 2018 (Pages 7 - 46)
- 7 Royton Town Hall and Library (Pages 47 - 50)
- 8 Corporate Performance Report - June 2018 (Pages 51 - 88)
- 9 Exclusion of the Press and Public
That, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they contain exempt information under paragraph(s) 3 of Part 1 of Schedule 12A of the Act, and it would not, on balance, be in the public interest to disclose the reports.
- 10 Royton Town Hall and Library (Pages 89 - 98)



CABINET
20/08/2018 at 6.00 pm

Present: Councillor Fielding (Chair)
Councillors Chadderton, Chauhan, Jabbar, Jacques, Mushtaq,
Roberts, Shah and Ur-Rehman

1 **APOLOGIES FOR ABSENCE**

There were no apologies for absence received.

2 **URGENT BUSINESS**

There were no items of urgent business received.

3 **DECLARATIONS OF INTEREST**

There were no declarations of interest received.

4 **PUBLIC QUESTION TIME**

There were no public questions received.

5 **MINUTES OF PREVIOUS MEETING**

RESOLVED that the minutes of the Cabinet meeting held on
23rd July 2018 be approved as a correct record.

6 **COUNCIL TAX REDUCTION 2019/20**

Consideration was given to a report from the Director of Finance which sought approval for a proposed consultation process to be undertaken by the Council to seek comments on revising the 2019/20 Council Tax Reduction Scheme.

There was a requirement to have a Council Tax Reduction scheme to support residents who qualified for assistance in paying Council Tax. The Local Government Finance Act 2012 required that each year a Billing Authority must consider whether to revise its Council Tax Reduction (CTR) scheme or to replace it with another scheme. Any change to the 2019/20 scheme must be agreed by full Council in line with budget setting and no later than 10 March 2019. This required the Council to agree a revised 2018/19 scheme at the 27 February 2019 Council meeting

The Council's CTR scheme had been largely un-amended since April 2015 when the Council introduced a scheme that:

- Limited CTR to a maximum of 85% of Council Tax for a Band A property
- Removed second adult rebate for those of working age

Since 2016, there had been a number of legislative changes to the Housing Benefit Regulations (which included both advantageous and disadvantageous changes for the claimant), and these had not been aligned to the CTR scheme. This increased both the income and administrative costs of the scheme for the Council and could create confusion for residents.

In April 2017, Universal Credit Full Service (UC) commenced its roll out in Oldham and wider understandings of the impact of this roll out over the past few months presented the Council with an opportunity to reconsider its scheme for 2019/20. This could take into account the particular challenges UC presented in relation to managing changes of circumstance for CTR claimants, the method of calculation for UC/CTR cases and the resulting impacts on Council Tax collection.

A full examination of all the changes that might be considered for the 2019/20 scheme would ensure that the impact on residents of proposed changes were fully developed and reviewed and ensure that the scheme continued to remain fit for purpose for all CTR claimants and for the Council.

The issues set out for consideration and upon which the recommendations were based were:

- a) Maintaining the present level of support i.e. limiting the level of support at 85% of Council Tax for a Band A property as the maximum amount available.
- b) Limiting the maximum level of support from 2019/20 to 82.5% of Council Tax for a Band A property
- c) Aligning the Council Tax Reduction scheme to reflect some or all of the changes made to Housing Benefit since April 2016
- d) Changing the method of assessment for Universal Credit Council Tax Reduction cases
- e) Introducing a minimum income floor for self-employed Council Tax Reduction claimants

Options/Alternatives considered:-

- 1) Maintaining the present level of support i.e. limiting the level of support at 85% of the Council Tax of a Band A property as the maximum amount available.
- 2) Limiting the maximum level of support from 2019/20 to 82.5%
- 3) Aligning the CTR scheme to reflect some or all of the changes made to HB
- 4) Changing the method of assessment for UC CTR cases
- 5) Introducing a minimum income floor for self- employed CTR claimants

RESOLVED that the consultation on the Council Tax Reduction Scheme for 2019/20 be agreed and views be sought on:

1. The continuation of limiting support to a maximum of 85% of Council Tax of a Band A Property.
2. The application of disregards for Bereavement Support Allowance and post graduate master's degree loan and special support payments in the assessment of CTR.
3. The introduction of support for UC/CTR claimants including earnings disregards, use of DWP information as an intention to claim and incorporation of housing costs in the UC maximum award.

TREASURY MANAGEMENT REVIEW 2017/18

The Cabinet gave consideration to a report of the Director of Finance which provided details of the Treasury Management Review 2017/18 and demonstrated full compliance with the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).



During 2017/18 the minimum reporting requirements were that the full Council should receive the following reports:

- an annual treasury strategy in advance of the year (approved 1 March 2017)
- a mid-year (minimum) treasury update report (approved 13 December 2017)
- an annual review following the end of the year describing the activity compared to the strategy (this report)

The presentation of this report demonstrated full compliance with the requirements as it provided details of the outturn position for treasury activities and highlighted compliance with the Council's policies previously approved by Members.

The regulatory environment placed responsibility on Members for the review and scrutiny of treasury management policy and activities. The Audit Committee had this responsibility and it had already scrutinised the report at its meeting of 16 July 2018. The Audit Committee was content to commend the report to Cabinet.

Options/Alternatives considered:-

No alternatives were presented other than Cabinet consider and approve the contents of the report.

RESOLVED that:-

1. The actual 2017/18 prudential and treasury indicators presented in this report be approved.
2. The annual treasury management report for 2017/18 be approved.
3. The report be commended to Council.

2017/18 STATEMENT OF ACCOUNTS

The Cabinet gave consideration to a report of the Director of Finance, which provided details of the 2017/18 approved audited Statement of Accounts and the External Auditor, Grant Thornton UK LLP, Audit Findings report.

It was reported that the draft 2017/18 Statement of Accounts was approved by the Audit Committee at its meeting on the 16th July 2018.

The report highlighted:

- The content of the External Auditors Audit Findings Report, which contained the unqualified opinion on the Statement of Accounts and positive value for money opinion.

- The overall revenue outturn position for 2017/18 was a surplus of £0.150m before the final transfer to earmarked reserves to support the 2018/19 budget. This was a marginal increase on the forecast outturn position of a £0.146m favourable variance reported on the month 9 position. Following the transfer to earmarked reserves to support the 2018/19 budget the net General Fund movement was a decrease of £0.753m.
- The Council spent £25.803m on its Capital Programme in 2017/18 compared to the forecast spending of £27.145m, which resulted in a variance of £1.342m between the forecast and actual position. This was mainly due to a re-profiling of the planned expenditure for a number of capital projects which would be moved into 2018/19 together with the associated financing.
- Capital receipts in year totalled £11.363m against a financing requirement of £6.780m.
- Schools balances at the year-end totalled £5.545m but were offset by the deficit on the Dedicated Schools Grant of £3.031m leaving a net reserve of £2.514m
- The final Housing Revenue Account (HRA) balance was £20.162m
- The speed of the preparation of the accounts
- The performance of the Finance Team in closing the Council's accounts and its focus on
- continuous improvement of its processes.

It was noted that the Council received an objection to the 2016/17 Statement of Accounts which had not yet been resolved. Therefore although the External Auditor had given an opinion on the accounts from both financial years the formal review of the objection must conclude before the audit could be formally closed.

Options/Alternatives considered

No alternatives were presented other than Cabinet noted the final accounts and commended them to Council.

RESOLVED that:

1. The Council's 2017/18 final accounts, the auditor's report and the comments in that report be noted.
2. The report be commended to Council.

9

CLEAN STREETS INITIATIVE

The Cabinet gave consideration to a report of the Deputy Chief Executive, People and Place which identified the additional resource requested in street cleaning and enforcement.

At a neighbourhood level, it was evident that there were different characteristics and behaviours within local communities which impacted on the appearance of an area and the associated costs to the Council in maintaining a reasonable standard of Environmental Cleanliness. There was a need for a holistic

approach to tackle the poor behaviours within an area which led to an increased amount of litter and dumping in the streets. In a number of highly populated areas there was a need to support local communities by maintaining a good level of cleanliness and taking enforcement action against those responsible for littering and dumping wherever sufficient evidence could be found.

A place management approach to improve those areas clearly identified as requiring a differential approach to protect from decline, required investment. The proposed intervention was based upon that previously trialed and would be targeted at the specific areas of:-

- Glodwick
- Clarksfield
- Werneth
- Coppice
- Coldhurst
- Clarkwell
- Westwood
- Hathershaw

Additional investment was proposed to enable the delivery of improved outcomes in terms of area and street cleaning. The resource would be deployed to work alongside the behaviour change work which was ongoing in local communities and in which local Members played a large part through local leadership.

Options/Alternatives considered:-

1. To agree the proposal and associated costs as identified
2. To indicate a preferred option with reduced investment.

RESOLVED that the provision of the additional resource as outlined in the report be agreed.

10

MEDIUM TERM PROPERTY STRATEGY

The Cabinet considered a report of the Deputy Chief Executive, People and Place, which sought approval for the Medium Term Property Strategy 2018-22 to guide and inform future decisions with respect to the Council's property portfolio.

Members were informed that best practice strategic asset management recommended that a Property Strategy was prepared that described the general direction that the Council's property portfolio would take over the next 5 years, the approach to be adopted in getting there and the policies that would be applied to decision making.

Oldham Council's approach was to have a high level Medium Term Property Strategy (MTPS) that incorporated a detailed Asset Management Plan for every property asset / group of assets the Council had and a Commercial Property Investment

Strategy to guide and set principles of how investment in property was undertaken and income generated. A summary of the Medium Term Property Strategy, titled The Property Plan 2018-22 was also available.



Options/Alternatives considered:-

1. Do not agree the strategy.
The Council could choose not to agree the Medium Term Property Strategy, this is not recommended as it does not maximize the potential of the Council's property portfolio.
2. Agree the strategy.
The Council could agree to establish the Medium Term Property Strategy and use this as a framework to manage and rationalise the Council's property portfolio in support of the Corporate Plan.

RESOLVED that the Cabinet approved

1. The Medium Term Property Strategy 2018-22, and
2. The Property Plan 2018-22.

11

APPOINTMENTS TO THE FAILSWORTH TRUST CABINET SUB-COMMITTEE

The Cabinet gave consideration to a report of the Director of Legal Services which sought appointments from the Cabinet to the Failsworth Trust Cabinet Sub-Committee.

Members were informed that the Failsworth Trust Committee was a sub-committee of the Cabinet which dealt with the land in Failsworth which was held by the Council on charitable trust.

The Cabinet had previously established a sub-committee to consider issues relating to the trust. Given the new composition of the Cabinet, new members of the sub-committee were sought. It was proposed that Councillors Fielding, Shah and Roberts were appointed as members of the sub-committee.

Options/Alternatives considered:-

- Option 1 – appoint new members to the Sub-Committee, with full delegated powers.
Option 2 – do nothing. The Cabinet could make decisions in relation to the land.

RESOLVED that the Cabinet appointed Councillors Fielding, Shah and Roberts to the Cabinet Sub-Committee, with full delegated powers to consider the next steps for the land which was held on charitable trust.

The meeting started at 6.00 pm and ended at 6.28 pm



Report to Cabinet

Revenue Monitor and Capital Investment Programme 2018/19 Quarter 1 – June 2018

Portfolio Holder: Councillor Abdul Jabbar MBE, Deputy Leader and Cabinet Member for Finance & Corporate Resources

Officer Contact: Anne Ryans, Director of Finance

Report Author: Anne Ryans, Director of Finance
Ext. 4902

17 September 2018

Reason for Decision

The report provides Cabinet with an update on the Council's 2018/19 forecast revenue budget position at Annex 1 and the financial position of the capital programme as at 30 June 2018 (Quarter 1) together with the revised capital programme 2018/22, as outlined in section two of the report at Annex 2.

Executive Summary

Revenue Position

The current forecast outturn position for 2018/19 is a projected favourable variance of £0.100m after allowing for approved and pending transfers to and from reserves.

The most significant area of concern is the People and Place Portfolio, in the main due to the transfer of Children's Social Care into this area. An update on the major issues driving the projections within this Portfolio are detailed within Annex 1, paragraphs 2.10.11 to 2.10.17.

Action is being taken and will continue for the remainder of the financial year to address variances and take mitigating action as detailed in the report.

The overall corporate position is being managed by offsetting favourable variances, most noticeably from capital, treasury and corporate accounting budgets, in part caused by the anticipated cost of borrowing and capital financing being lower than budgeted and the availability of additional Treasury Management income and unringfenced grants not allocated to service budgets.

Information on the Quarter 1 position of the Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and Collection Fund is also outlined in the report. There are no significant issues of concern in relation to the HRA and Collection Fund, however, the DSG continues to be an area which is facing a financial challenge with a projected deficit increase. Action is being taken with the aim of reducing the cumulative deficit and bringing the DSG towards a balanced position.

Capital Position

The report outlines the most up to date capital spending position for 2018/22 for approved schemes. The capital programme budget is £60.022m at the close of Quarter 1, a net decrease of £29.636m from the original budget of £89.658. Actual expenditure to 30 June 2018 was £4.200m (7.00% of forecast outturn).

It is probable that the forecast position will continue to change before the year end with additional re-profiling into future years.

Recommendations

That Cabinet approves the:

1. Forecast revenue outturn for 2018/19 at Quarter 1 being a £0.100m under spend
2. Forecast positions for both the HRA and Collection Fund
3. Use of reserves as detailed in Appendix 1 to Annex 1
4. Revised capital programme for 2018/2022 as at Quarter 1.

Revenue Monitor and Capital Investment Programme 2018/19 Quarter 1 – June 2018**1 Background**

- 1.1 The Authority's 2018/19 revenue budget and capital programme was approved by Council on 28 February 2018. Under established budget procedures, all services are required to monitor and review their approved revenue and capital budgets during the financial year. This is reported to Cabinet on a quarterly basis with an additional report at month 8 which is used to inform the budget setting process for the following financial year.
- 1.2 As part of the budget monitoring process, the forecast year-end position for revenue and capital has been prepared by all services. The forecast is based on a comparison of profiled budgets to the actual position as at 30 June 2018 together with commitments and known issues. As the year progresses the outturn projections reflect the evolving position of management actions put in place to mitigate in-year pressures, new developments and changes in the profile of planned expenditure.

2. Current position

- 2.1 The forecast revenue outturn for 2018/19 is a favourable variance of £0.100m. Further details of the current revenue budget position and a full description of this forecast can be found in Annex 1.
- 2.2 The original approved capital programme for 2018/19 totalled £89.658m. The revised capital programme as at Quarter 1 taking account of approved carry forwards, approved new schemes and variations and proposed variations/ re-phasing gives projected revised expenditure of £60.022m. Actual expenditure at Quarter 1 was £4.200m (7.00% of forecast outturn). Further details of expenditure and schemes within the capital programme can be found in Annex 2.

3 Options/Alternatives

- 3.1 The options that Cabinet might consider in relation to the contents of this report are;
- a) to approve the forecast revenue and capital positions presented in the report including proposed changes
 - b) to approve some of the forecasts and changes included in the report
 - c) not to approve any of the forecasts and changes included in the report

4 Preferred Option

- 4.1 The preferred option is that Cabinet approves all forecasts and changes within this report; option (a) at 3.1.

5 Consultation

- 5.1 Consultation with the services within the Council and the Director of Finance.

6 Financial Implications

6.1 The full financial implications are detailed in the report.

7 Legal Services Comments

7.1 There are no legal issues at this time.

8 Co-operative Agenda

8.1 Improving the quality and timeliness of the financial information available to citizens of Oldham supports the co-operative ethos of the Council.

8.2 The revenue budget and capital strategy/ programme have been prepared so that they embrace the Council's co-operative agenda with resources being directed towards projects that enhance the aims, objectives and co-operative ethos of the Council. Ongoing budget monitoring is key to ensuring this objective is met.

9 Human Resources Comments

9.1 There are no Human Resource implications.

10 Risk Assessments

10.1 The risk is that the proposed management actions are not achieved in full. Should this be the case then alternatives will be sought.

11 IT Implications

11.1 There are no IT implications.

12 Property Implications

12.1 There are no Property implications.

13 Procurement Implications

13.1 There are no Procurement implications.

14 Environmental and Health & Safety Implications

14.1 There are no Environmental and Health and Safety implications.

15 Equality, Community Cohesion and Crime Implications

15.1 There are no Equality, Community Cohesion and Crime implications.

16 Equality Impact Assessment Completed

16.1 Not Applicable.

17 Key Decision

17.1 Yes

18 Key Decision Reference

18.1 FCR - 07 - 18

19 Background Papers

19.1 The following is a list of background papers on which this report is based in accordance with the requirements of Section 100(1) of the Local Government Act 1972. It does not include documents which would disclose exempt or confidential information as defined by the Act:

File Ref: Revenue Background Papers are contained in Annex 1 including Appendices 1 and 2

Officer Name: Andy Cooper

Contact No: 0161 770 4925

File Ref: Capital Background Papers are contained in Annex 2 including Appendix A

Officer Name: Lee Walsh

Contact No: 0161 770 6608

20 Appendices

Annex 1 Revenue Budget Monitoring Report 2018/19 Quarter 1 - June 2018

Appendix 1 Quarter 1- Planned Transfers to/ from Reserves

Appendix 2 Financing of the 2018/19 Budget at Quarter 1

Appendix 3 DSG Funding Blocks

Annex 2 Capital Investment Programme Report 2018/19 Quarter 1 – June 2018

Appendix A - SUMMARY – Corporate and Commercial Services – Quarter 1

Appendix B - SUMMARY – People and Place – Quarter 1

Appendix C - SUMMARY – Health & Adult Social Care Community Services – Quarter 1

Appendix D - SUMMARY – Reform – Quarter 1

Appendix E - SUMMARY – Housing Revenue Account – Quarter 1

Appendix F - SUMMARY – Funds Yet To Be Allocated – Quarter 1

Appendix G - SUMMARY – Proposed Variations – Quarter 1

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REVENUE BUDGET MONITORING REPORT 2018/19

Quarter 1 - June 2018

1 Background

- 1.1 The Authority's 2018/19 revenue budget was approved by Council on 28 February 2018 at a sum of £216.921m after £6.686m of budget reductions and £7.264m use of reserves. Under established budget procedures all services are required to monitor and review their approved budgets during the financial year.
- 1.2 As part of the budget monitoring process, a forecast of the year-end position has been prepared by all services. The forecast is based on a comparison of profiled budgets to the actual position as at the end of Quarter 1 together with known commitments, issues and planned management actions.

2 Current Position

- 2.1 The current budget of £217.928m represents a £1.007m increase in the originally approved budget. Additional Government grants totalling £1.017m have been received since the budget was approved, the most significant of which was £0.725m of Opportunity Area Grant which is intended to improve social mobility for children and young people in deprived areas. Conversely grant funding to support the implementation of Universal Credit has reduced by £0.010m. A more significant reduction of £0.928m follows a clawback of funding relating to an error by the Ministry of Housing, Communities and Local Government (MHCLG) when calculating grant due to Authorities, including Oldham, who are piloting the 100% Business Rates Retention initiative (see 2.2 and 2.3 below for more detail). As a consequence there is an anticipated increase in the use of reserves to balance the budget.

Table 1 – Changes to Funding

	£000
Additional Government Grant	
Opportunity Area Grant	725
School Improvement and Brokerage Grant	104
SEND Regional Co-ordinator Grant	24
Property Searches New Burdens	24
Transition to Universal Credit Housing	23
Personal Advisor support for care leavers	11
Staying Put Grant	62
Capital Grants	44
Total Additional Government Grants	1,017
Reduction in Government Grants	
Universal Credit Grant	(10)
100% Business Rates Retention: Overpayment of Section 31 grants	(928)
Total Reduction in Government Grants	(938)
Net Changes to Government Grants	79
Use of Reserves	928
Overall Funding Change	1,007

2.2 On 20 March 2018 the Secretary of State announced that an “historic error” had been made in the way that Section 31 grants in lieu of Business Rates had been calculated to compensate all 100% Rates Retention pilot scheme areas in 2017/18 and 2018/19 for adjustments to the Business Rates Multiplier Cap. As a consequence, the Council was notified that Section 31 grant:

- a) For 2017/18 had been overpaid by a sum of £0.718m, but given that it was so near the year end, that grant would not be clawed back
- b) For 2018/19 had been over assessed by £0.928m and that this was therefore not to be paid.

Lobbying for reinstatement of the 2018/19 funding has been undertaken individually and collectively by the Greater Manchester Authorities. This has not proved successful. This is extremely disappointing as the error was made by the Government and the notification was received after each Council had set its 2018/19 budget and agreed spending plans for the year. The cumulative 2018/19 impact across the 10 GM Councils is £10.419m.

2.3 In order to maintain the 2018/19 budget at the agreed level without offsetting savings, the recommended approach is that General Fund reserves of £0.928m are used to address the shortfall in 2018/19. Given that benefits from the Business Rates Retention Pilot are initially held in reserves and that benefits are shared with the GMCA, the shortfall will be covered by reduced pilot scheme gains for the GMCA (£0.464m) and the Council (£0.464m). However, the full pressure of £0.928m will be reflected in the budget estimates for 2019/20 onwards.

2.4 It is important to note that the reporting and governance structure of the Council has been revised for 2018/19 with the re-allocation of services previously contained within the Health and Wellbeing Portfolio. Adult Social Care is now a stand-alone Portfolio; Health and Adult Social Care Community Services. Children’s Social Care and Community Services are now incorporated within People and Place, formerly the Economy, Skills and Neighbourhoods Portfolio. Public Health (including Heritage Libraries and Arts and Leisure and Youth Services) form the basis of the newly created Reform portfolio, which also now includes Policy (transferred from Corporate and Commercial Services) and Executive Support (transferred from Chief Executive). The budget and forecast outturn is presented in this new format and is therefore not directly comparable with previous years.

Table 2 - Summary Forecast Revenue Outturn

Portfolio	Budget	Forecast	In Year Use of Reserves	Variance Quarter 1
	£000	£000	£000	£000
Chief Executive	2,340	2,341	-	1
Corporate and Commercial Services	6,966	7,212	(395)	(149)
People and Place	132,637	138,376	(850)	4,889
Health and Adult Social Care Community Services	57,398	58,151	(754)	(0)
Reform	30,044	30,095	(100)	(49)
Capital, Treasury and Corporate Accounting	(11,457)	(16,248)	-	(4,791)
NET EXPENDITURE	217,928	219,927	(2,099)	(100)
FINANCED BY:	(217,928)	(217,000)	(928)	-
NET FORECAST VARIANCE	-	2,927	(3,027)	(100)

- 2.5 The forecast outturn to the end of the year, after the use of reserves totalling £3.027m, is an under spend of £0.100m. A detailed list of the approved and planned use of reserves at Quarter 1 can be found at Appendix 1. The funding of the total net revenue expenditure is shown at Appendix 2. Whilst corporately, there is a small projected under spend at the end of the financial year there are significant variances contained within the forecast net position.
- 2.6 The People and Place Portfolio has a reported pressure of £4.889m, largely attributable to Children’s Social Care (£4.144m), in the main due to the continued rise in the numbers of looked after children and out of borough placements; being a continuation of the pressures consistently reported throughout 2017/18 and despite significant investment for 2018/19.
- 2.7 Also within People and Place there is an estimated overspend of £0.508m within Economic Development, mainly due to pressures within the Catering and Cleaning Service and a further £0.175m within Education and Early Years, linked to the provision of Home to School Transport. Once again this is a continuation of the position reported in 2017/18.
- 2.8 The overspend is offset by favourable variances in Corporate and Commercial Services (£0.149m), Reform (£0.049m) and most significantly Capital Treasury and Corporate Accounting (£4.791m). Lower than anticipated costs for borrowing and capital financing, increased treasury management income and a number of un-ring-fenced grants which have not been allocated to services underpin this underspend. A more detailed analysis of financial performance and the major variances can be found by Portfolio in the following sections.
- 2.9 All the 2018/19 budget options in the sum of £6.686m plus a further £0.176m brought forward are forecast to be fully achieved and are currently rated green or amber within the Budget Reduction Monitoring process.

2.10 Portfolio Summaries

Chief Executive

- 2.10.1 The table below shows the forecast position after the approved and planned use of reserves.

Table 3 - Chief Executive - Forecast Outturn

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Chief Executive	2,340	2,341	-	1
Total Forecast Net Expenditure	2,340	2,341	-	1

Summary

- 2.10.2 The forecast outturn at Quarter 1 is showing a broadly balanced budget, with no major issues to report.
- 2.10.3 The 2018/19 budget reductions for the Chief Executives portfolio of £0.290m are forecast to be fully achieved.

Corporate and Commercial Services

2.10.4 The table below shows the forecast position after the approved and planned use of reserves.

Table 4 – Corporate and Commercial Services - Forecast Outturn

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
People	192	376	(155)	29
Finance	6,303	6,232	-	(71)
Legal Services	477	353	-	(124)
Commercial and Transformation Services	(6)	251	(240)	17
Total Forecast Net Expenditure	6,966	7,212	(395)	(149)

Summary

2.10.5 The forecast outturn at Quarter 1 is an under spend of £0.149m.

People

2.10.6 The Directorate has a small projected over spend of £0.029m.

Finance

2.10.7 The Directorate has a projected under spend of £0.071m which relates to vacant posts within the Audit and Finance services.

Legal Services

2.10.8 The Directorate has a projected under spend of £0.124m. This is due to underspends on vacant posts in the areas of Civic and Political Support and Constitutional Services.

Commercial and Transformational Services

2.10.9 The Directorate is showing an over spend of £0.017m at quarter 1. There are some cost pressures mostly being offset by vacant posts within the ICT Client Team.

2.10.10 The Budget Reductions for the Corporate and Commercial Services Portfolio in 2018/19 are £5.270m and they are forecast to be achieved. The budget reduction proposal CCS-PSV-135; review of joint ventures £1.400m is forecast at quarter 1 to be delivered. It should be noted however, that work will be ongoing during 2018/19 financial year to identify savings opportunities following the acquisition of The Unity Partnership Limited. Regular updates will be provided to the Deputy Chief Executive Corporate and Commercial Services.

People and Place

2.10.11 The following table shows the forecast position after the approved and planned use of reserves for the Directorate.

Table 5 – People and Place - Forecast Outturn

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Children's Social Care	34,004	38,153	(5)	4,144
Community Services	4,867	4,881	(15)	(1)
Economic Development	8,942	10,030	(580)	508
Education and Early Years	16,843	17,268	(250)	175
Enterprise and Skills	2,651	2,651	-	0
Environmental Services	65,330	65,393	-	63
Total Forecast Net Expenditure	132,637	138,376	(850)	4,889

Summary

2.10.12 The forecast outturn at Quarter 1 is an over spend of £4.889m, the main areas on which to report are explained in the following paragraphs.

Children's Social Care

2.10.13 The Directorate has a projected overspend of £4.144m after the application of £0.005m of Reserves. The principal factors are detailed below.

- Children in Care is reporting an over spend of £3.803m which is largely due to the continued rise in the numbers of looked after children and Out of Borough Placements. There are also reported overspends relating to the increase in the number of children with disabilities requesting personal budgets and the number of care leavers living in supported accommodation. The Children's Residential Units are also reporting an adverse staffing variance. No provision has been made for the HMRC judgement on sleep-in payments which, as previously reported had a potential impact on both Adults and Children's Social Care. The recent favourable Court of Appeal judgement would seem to reduce the risk of cost in this area, although a legal challenge has now been lodged.
- Fieldwork & Family Support is reporting an over spend of £0.328m due to assistance given to No Recourse to Public Fund families and financial assistance payments to families. There is also an adverse variance on legal costs. The number of agency social workers is a cause for concern. If there is no reduction in the number of agency workers, the forecast over spend could increase significantly.
- Children's Safeguarding is reporting an over spend of £0.013m after the application of £0.005m of reserves to support complaint investigations.

The over spend is primarily arising as a result of travel and subsistence payments to staff.

Economic Development

2.10.14 The Directorate has a projected over spend of £0.508m. The principal factors are detailed below.

- There is a reported pressure of £0.115m for the Property Workplan based on historic levels of activity, however, this will be kept under review as the relationship with the strategic partner develops over the year. Other minor variances bring the overall Corporate Landlord pressure of £0.158m
- An overall balanced position is being projected for Regeneration. However, there are pressures in relation to an underachievement of staff capitalisation costs, and recoupment of professional fees (£0.293m). Costs can only be capitalised if officers are carrying project management duties on a capital scheme past investment decision. There are currently no regeneration schemes expected to progress through to this stage over the financial year. This is offset by vacancies and additional income from strategic acquisitions within the town centre and rent rebates. These are one off for this financial year. Reserves of £0.580m have been applied to anticipated revenue spending of £0.580m on regeneration initiatives.
- The Catering and Cleaning services have forecast an over spend of £0.350m. The overspend is due to staffing, mainly as a result of the implementation of the Oldham Living Wage which has increased by more than the corresponding increases in charges. The Catering service is looking to make efficiencies by improving processes with potentially the implementation of IT equipment to order and record the number of meals. There are also a range of management actions under consideration to bring the budget in line. As these measures are approved and implemented, they will be incorporated into the forecasts.

Education and Early Years

2.10.15 The Directorate has a projected over spend of £0.175m due to continuing demand pressures within the Home to School transportation service. The current routes will be re-procured for the 2018/19 academic year but the position will be kept under review in order to minimise any adverse variance. Additionally there will be a review of the Home to School transport policy. A sum of £0.250m of reserves has been applied to support an anticipated spend of £0.250m on initiatives relating to the Oldham Education and Skills Commission.

Environmental Services

2.10.16 The Directorate has a projected adverse variance of £0.063m primarily as a result of overspends being forecast on planning and building control areas due to a reduction in the overall levels of income being received against the set budget. Income levels in Planning and Building Control continue to reflect the overall challenging economic climate.

2.10.17 The 2018/19 budget reductions for the People and Place portfolio of £0.296m are forecast to be fully achieved.

Health and Adult Social Care Community Services

2.10.18 The newly formed portfolio provides social care support to adults and carers across Oldham with a key aim of integrating and aligning the work with health partners to achieve greater efficiency in service delivery and better outcomes for the resident or patient. This covers both the commissioning and the provision of services.

2.10.19 The table below shows the forecast Directorate position with a planned use of reserves totalling £754k.

Table 6 – Health and Adult Social Care Community Services- Forecast Outturn

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Adult Social Care Support	90	90	-	-
Client Support Services	1,498	1,484	-	(14)
Commissioning	18,021	17,949	-	(72)
Director Adult Social Care	(8,798)	(8,044)	(754)	0
Learning Disability and Mental Health	21,435	21,482	-	47
Older People and Safeguarding Services	25,151	25,190	-	39
Total Forecast Net Expenditure	57,398	58,151	(754)	(0)

Summary

2.10.20 The forecast outturn at Quarter 1 is showing a balanced budget for the portfolio.

Client Support Services

2.10.21 The service is projecting to underspend by £0.014m as a result of additional income generated from Court of Protection charges

Commissioning

2.10.22 The service is reporting an underspend of £0.072m from posts that have remained vacant. This is due to delays in the recruitment process following a service re-design.

Director of Adult Social Care

2.10.23 The Service is showing a balanced outturn incorporating a planned transfer of reserves back to the Oldham Clinical Commissioning Group of £754k.

Learning Disability and Mental Health

2.10.24 The services are forecasting a combined overspend for the year of £0.047m. An increase in the complexity of care has resulted in an overall overspend of £0.166m in Learning Disability (LD) and £0.160m in Mental Health for care provided in Supported Living over and above the core fee. Mental Health costs have also increased in

residential care by £0.196m and nursing care by £0.128m as a result of national minimum wage uplifts. Social workers have proven difficult to recruit to and due to delays in filling posts a saving of £0.213m will be realised. An upturn in the number of clients eligible for Continuing Health Care has resulted in additional income from the Clinical Commissioning Group of £0.187m and non-residential income recovery from clients within LD is set to overachieve by £0.203m.

Older People and Safeguarding

- 2.10.25 The service is projecting to overspend by £0.039m. Physical Support care management is expected to overspend by £0.871m mainly due to increases in the complexity of care packages for people receiving care at home. Sensory Support care management is projected to underspend by £0.323m due to a reduction in people in residential care and supported living. There are a number of social worker posts that have remained vacant throughout the first quarter that offset the pressure in care management by £0.095m and income is expected to overachieve by £0.414m due to resident contributions to residential and nursing care which are set to exceed initial prudent budgetary expectations.
- 2.10.26 The recent Court of Appeal judgement in relation to the application of the National Minimum Wage to sleep-in payments would seem to appear favourable and reduce the risk of additional cost in this area. A legal challenge has now been lodged there is therefore still a degree of uncertainty and risk. No provision has currently been made within the forecast.
- 2.10.27 The Budget Reductions for the Health and Adult Social Care Community Services Portfolio in 2018/19 are £0.150m with an additional £0.176m approved in 2017/18 carried forward into the current financial year; all of which are forecast to be fully achieved

Progress against Locality Plans

- 2.10.28 A key element of the Health and Social Care devolution agenda is the submission of a Locality Plan setting out the Council and Oldham Clinical Commissioning Group (CCG) vision for the greatest and fastest possible improvement in the health and wellbeing of our residents by 2021. This improvement will be achieved by supporting people to be more in control of their lives by having a health and social care system that is geared towards wellbeing and the prevention of ill health; access to health services at home and in the community; and social care that works with health and voluntary services to support people to look after themselves and each other.
- 2.10.29 The financial performance against the latest version of the 2018/19 Locality Plan is highlighted below in the table below;

Table 7 – Locality Plan

	Revised Budget £000	Forecast £000	Variance £000
Health and Adult Social Care Community Services	57,240	57,240	-
Public Health	11,410	11,410	-
Children and Families	36,557	40,701	4,144
Total	105,207	109,351	4,144

2.10.30 Although the headings in the Locality Plan do not completely align with the Council's Directorate reporting arrangements, the reasons for the variances against budget are consistent with those reported within Children's Social Care (section 2.10.13), Health and Adult Social Care Community Services (sections 2.10.18 to 2.10.27) and Public Health (section 2.10.33).

Reform

2.10.31 The following table shows the forecast position for the Reform portfolio after the approved and planned use of reserves.

Table 8 – Reform – Forecast Outturn

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Executive Support	(0)	(72)	-	(72)
Heritage, Libraries and Arts	7,205	7,205	-	-
Leisure and Youth Services Client	4,990	5,013	-	23
Policy	(1)	(1)	-	0
Public Health (Client and Delivery)	17,850	17,950	(100)	(0)
Total Forecast Net Expenditure	30,044	30,095	(100)	(49)

2.10.32 The forecast outturn at Quarter 1 is an under spend of £0.049m. The paragraphs below outline the main movements within the portfolio.

2.10.33 Executive Support is showing an under spend of £0.072m relating to staffing vacancies.

2.10.34 Leisure and Youth is showing an over spend of £0.023m. A delay in implementing the Youth delivery savings is creating an initial pressure of £0.034m which it is anticipated will be managed as the year progresses. Additional transport costs at the Outdoor Education Centre (£0.013m) are offset by an under spend on professional fees within Integrated & Targeted Youth and additional income from the Opportunity Area Fund together totalling £0.024m.

2.10.35 Public Health is showing a balanced outturn, this after a £0.100m (provisional) drawdown from the Public Health reserve. There is a potential future financial liability arising from vacating NHS premises and relocating Health Visitors and School Nurses in health centres across Oldham for the 0-5 Right Start Model. Provision for additional cost has not been included within the forecast at Quarter 1. Discussions

are on-going as this issue impacts on the local health economy across the Council and the CCG. Any key issues will be included in future financial monitoring reports.

- 2.10.36 The Budget Reductions for the Reform Portfolio in 2018/19 are £0.680m and forecast to be fully achieved.

Capital, Treasury and Corporate Accounting

- 2.10.37 The following table shows the forecast position. There is no approved or planned use of reserves.

Table 9 – Capital, Treasury and Corporate Accounting – Forecast Outturn

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Capital, Treasury and Corporate Accounting	(11,457)	(16,249)	-	(4,791)
Total Forecast Net Expenditure	(11,457)	(16,249)	-	(4,791)

- 2.10.38 The forecast outturn at Quarter 1 is an under spend of £4.791m. This budget includes the income and expenditure from the Council's investments and borrowing as well as capital financing costs.

- 2.10.39 The underspend reported is largely is due to the anticipated costs for borrowing and capital financing being lower than the prudent amount that was originally budgeted for, increased income from treasury management activities and a number of un-ring-fenced grants which have been held centrally and so underpin the budget. This includes the £0.701m Government grant received late in the budget process which has been held for Social Care.

- 2.10.40 Sign up for the voluntary annual leave purchase scheme is currently not sufficient to achieve the target included within the 2018/19 budget which is held within this portfolio. At Quarter 1, the forecast adverse variance with regard to this scheme is £0.502m. This will continue to be monitored throughout the financial year with any future year impacts analysed and reported accordingly.

Schools

- 2.10.41 The Council's expenditure on schools is funded primarily by grant monies provided by the Department for Education, the Dedicated Schools Grant (DSG). DSG is ring-fenced and can only be applied to meet expenditure properly included in the Schools' Budget, as defined in the School Finance (England) Regulations 2017. The Schools' Budget includes elements for a range of educational services provided on an authority wide basis and for the Individual Schools Budget which is divided into a budget share for each maintained school.

- 2.10.42 Members will recall the DSG is made up of 4 blocks of funding of which further detail is presented at Appendix 3;

- Schools
- High Needs
- Early Years
- Central Schools Services

- 2.10.43 Members will also recall that there is considerable pressure on the DSG, particularly the High Needs block. The pressure in the High Needs area is due to expenditure exceeding the High Needs budget available each year with key contributors being the:
- Increasing high needs population, such as special school places and resourced provision,
 - Increasing number of Education Health Care plans requiring high needs top up funding within mainstream schools
 - Cost of providing local Pupil Referral Unit capacity to ensure that the Local Authority fulfils its statutory role at Kingsland.
 - High cost of external placements

As a consequence, the movement of funds between the Schools Block and High Needs Blocks was agreed for 2018/19 with Schools Forum approving a 0.5% movement on 29 November 2017 and that a request be made to the Secretary of State for Education to allow a further 0.5% movement. This was finally agreed on 9 February 2018. Therefore funding of £1.878m or 1% was transferred from the Schools to the High Needs block.

- 2.10.44 Despite the support from the Schools block in 2018/19, the High Needs Block in Oldham is still expected to have an in-year deficit of £0.468m. This contributes to a cumulative deficit forecast to be £8.443m at 31 March 2019 which is offset by cumulative virements and savings from the Schools and Early Years blocks to leave a net deficit of £2.523m (as illustrated below). This in turn is a significant element of the overall deficit on the DSG.

Table 10 – DSG- High Needs Block

	£m
Original Budget Allocation	30.925
Budget Changes	(0.118)
Contribution from Schools Block (Schools Forum/ Secretary of State approval)	1.878
2018/19 Total Budget Available	32.685
Estimated Expenditure	(33.153)
Projected in Year Deficit	(0.468)
Deficit Brought Forward 01/04/2018	(7.975)
Cumulative Deficit	(8.443)
Offset by;	
Virement from Schools Block- 2016/17 & 2017/18	2.768
Savings in Schools and Early Years Block- 2015/16, 16/17 & 17/18	3.152
Projected Deficit 31/03/2019	(2.523)

Overall DSG Position

- 2.10.45 The cumulative deficit on the DSG is presented in the table below. At the start of 2018/19 it was £3.031m of which £2.055m was attributable to the High Needs block.

The year-end forecast position for the DSG for 2018/19 is a cumulative deficit of £3.629m, the increase being mostly attributable to further pressures in High Needs. There may be some further requirements for additional schools funding from the DSG in 2018/19. The possible additional pressures that are known and may need to be addressed are £0.234m. If these pressures are realised, then the deficit will increase still further.

Table 11- Overall DSG Position

Reason for the Deficit	£m
Deficit High Needs Block 2015-16 to 2017-18	(2.055)
Deficit Early Years Block 2015-16 to 2017-18	(0.976)
Cumulative Deficit 2017/18 as above	(3.031)
Other Changes including pressures in High Needs Funding	(0.598)
Projected Cumulative Deficit 2018/19	(3.629)

2.10.46 There is a requirement that the DSG is brought back into balance as soon as possible and Authority officers are currently working on a DSG financial recovery plan which has been outlined to Schools Forum. The detailed actions and progress will be the subject of reports to future meetings of Schools Forum and Council Members. The main points in the action plan include reviews of:

- Special school budgets
- Resourced provision
- The pupil referral unit – Kingsland
- Top ups for high needs pupils in mainstream schools

Consultation on action required will take place with the Schools Forum via a series of workshops. Any impact on school budgets from September 2018 will be agreed with the Schools Forum.

Housing Revenue Account (HRA)

2.10.47 Table 12 compares the initially approved position to the current estimated outturn. The actual closing balance for 2017/18 at £20.162m was £0.575m better than the estimate of £19.587m. The original HRA forecast was for an in-year decrease in balances of £0.717m, the revised forecast is for an increase of £0.344m, a favourable movement of £1.061m. The overall, significant favourable variance (£1.636m) is attributable to slippage on a major capital project to which the HRA is contributing now being scheduled to finish in 2019/20 rather than 2018/19.

Table 12- Housing Revenue Account Forecast Position

Housing Revenue Account	Original Budget £k	Revised Budget £k	Variance £k
Balance Brought Forward	(19.587)	(20.162)	(0.575)
In Year Deficit/ Surplus	0.717	(0.344)	(1.061)
Balance Carried Forward	(18.870)	(20.506)	(1.636)

Collection Fund

2.10.48 The tables below shows the forecast outturn position for the Collection Fund and the share of balances of the forecast position.

Table 13 Collection Fund Forecast Position

Collection Fund Balance	Council Tax	NDR	Total
	£000	£000	£000
Balance Brought Forward	(1,976)	1,342	(634)
Receipt from CG – Deficit 2016/17	-	(1,323)	(1,323)
(Surplus)/ Deficit for the Year	496	187	683
Balance Carried Forward	(1,480)	206	(1,274)

Table 14 Collection Fund – Share of Forecast Position

Share- Oldham Council	(1,282)	204	(1,078)
Share- Greater Manchester Combined Authority (Police and Crime Commissioner)	(143)	-	(143)
Share- Greater Manchester Combined Authority (Fire and Rescue Services)	(55)	2	(53)
Total (Surplus) / Deficit	(1,480)	206	(1,274)

2.10.49 The increasing prominence of Council Tax and Business Rates in helping fund Council services means that the Collection Fund financial position is subject to constant review. A forecast in-year deficit of £0.683m means that the projected year-end Collection Fund position (incorporating both Council Tax and Business Rates) is a projected surplus of £1.274m of which the share for the Council is a favourable £1.078m.

2.10.50 The Greater Manchester Combined Authority Area continues to pilot 100% Business Rates Retention. The pilot was first implemented on 1 April 2017. The purpose of the pilot is to develop and trial approaches to manage risk and reward in a Local Government finance system that includes the full devolution of Business Rates revenues. It is hoped the new system will provide a stable funding stream whilst incentivising economic growth. Whilst the pilot is in place, a no detriment policy is in operation under which the Government guarantees that the Council can be no worse off than it would have been if it was not in the pilot area.

2.10.51 The current Collection Fund forecast is such that it is anticipated that the Council will look to release approximately £1.200m of Council Tax surpluses. This will increase the Council's available resources, as part of the 2019/20 budget planning process, by approximately £1m.

3 Use of Reserves

3.1 The total planned use of reserves at quarter 1 is £3.027m (detailed at Appendix 1), Members are reminded that this is in addition to the utilisation of £7.264m of reserves that were applied in setting the initial 2018/19 budget, £10.291m in total.

3.2 In line with the Council's reserves policy, the recommended use of reserves to fund spend during the year have been initially approved by the appropriate officers prior to

consideration by Cabinet. The reserve is then drawn down against the initial approval as expenditure is incurred. It is currently forecast that total reserve usage in year may increase to £18.765m. It is therefore anticipated that the net use of reserves will continue to change up to the year end.

4 Conclusion

4.1 Whilst the current projected position, after adjustment for reserves, is an overall corporate under spend, the forecast over spending within People and Place remains a cause for concern. Action is being taken to manage expenditure in all areas, particularly those that are not subject to demand changes, in order to offset expenditure over which the Council has little control.

4.2 In relation to demand led pressures; work, in the form of mitigations and alternative delivery solutions is on-going, there will, however be an inevitable lead in time for these benefits to be realised. The implications arising from the 2018/19 in year position will be factored into financial planning estimates for 2019/20 and future years as appropriate.

Quarter 1 - Planned Transfers to /from Reserves

Reserve Name	Opening Balance 1 April 2018 £000	Use of Contribution from/to Reserves Quarter 1 £000	Expected Closing Balance 31 March 2019 £000	Reason for Use of Reserve
Public Health Transformation Fund Transition Reductions - People Services	(131)	105	(26)	To support the development of a transition plan in People Services to align to reduced Public Health funding.
Pay Review	(454)	50	(404)	To fund the project manager for the Reward and Recognition project.
Resident First	(343)	240	(103)	Continued development of the Residents First programme leading to an improved customer interaction with the Authority.
Corporate and Commercial Services	(928)	395	(533)	
Legal Fees re Children with Disabilities Team	(20)	5	(15)	To provide for legal fees and complaint costs within the Children with Disabilities team
Community Safety Services	(15)	15	-	To purchase a number of mobile CCTV cameras that can be used by the Response service where anti-social behaviour hotspots require surveillance.
Town Centre Investment Strategy	(580)	580	-	To support various regeneration projects within the town centre
Learning & Attainment Reserve	(946)	250	(696)	To support the work of the Oldham Education and Skills Commission
People and Place	(1,561)	850	(711)	
Public Health Reserve	(436)	100	(336)	To help mitigate pressures on the service as a result of efficiencies requiring further development
Reform	(436)	100	(336)	
Better Care Fund - Scheme 3	(1,039)	754	(285)	Transfer to the CCG to support integration and joint working
Health and Adult Social Care Community Services	(1,039)	754	(285)	
Fiscal Mitigation - Business Rates	(4,091)	928	(3,163)	To fund the shortfall in Section 31 Grants as notified by the Secretary of State with regard to an "historic error" in the way grants had been calculated for all 100% Rates Retention pilot scheme areas
Capital, Treasury and Technical Accounting	(4,091)	928	(3,163)	
Total New Use of Reserves		3,027		
Budget Approved Use of Reserves	(7,264)	7,264	-	As approved by Council on 28 February 2018, earmarked reserves used to support the 2018/19 budget
Grand Total	(15,319)	10,291	(5,028)	

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FINANCING OF THE 2018/19 BUDGET AT QUARTER 1		
	£'000	£'000
Net Expenditure Budget		(217,928)
Financed by:		
Business Rates Top-up Grant	(47,975)	
Grants in Lieu of Business Rates	(7,549)	
Improved Better Care Fund Grant - Tranche 1	(4,687)	
Improved Better Care Fund Grant - Tranche 2	(3,201)	
Independent Living Fund Grant	(2,661)	
Adult Social Care Support Grant	(701)	
Opportunity Area Grant	(725)	
Housing Benefit & Council Tax Administration Grant	(1,220)	
New Homes Bonus Grant	(1,601)	
School Improvement Monitoring & Brokerage Grant	(105)	
DWP - Implementation of Universal Credit Grant	(262)	
DWP New Burdens Grant	(92)	
Homelessness Support Grant	(116)	
Homelessness Reduction - New Burdens	(48)	
Lead Local Flood Authority	(11)	
Extended Rights to Free Travel	(26)	
Personal Advisor support for care leavers	(11)	
SEND Regional Co-ordinator Grant	(24)	
Property Searches New Burdens	(24)	
Transition to Universal Credit Housing	(23)	
Staying Put Grant	(62)	
Capital Grants	(44)	
Total Government Grant Funding		(71,167)
Council Tax Income - General	(82,386)	
Council Tax Income - Adult Social Care Precept	(4,831)	
Retained Business Rates	(51,352)	
Total Locally Generated Income		(138,569)
Total Grant and Income		(209,736)
Balance to be addressed by Use of Reserves – Approved by Council		(7,264)
Balance to be addressed by Use of Reserves – Shortfall in Section 31 Grants		(928)
Total Financing		(217,928)

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DSG Funding Blocks

There are four DSG funding blocks as explained below:

- Schools
- High Needs
- Early Years
- Central Schools Services (new block)

The **Schools block** covers funding for:

- a) Individual mainstream schools and academies
- b) Growth Funding for planned growth by the LA in schools

The **High Needs block** covers funding for the education of pupils subject to Education, Health and Care Plans from age 0-25 in a range of provision including special schools, mainstream schools, alternative provision, independent specialist provision and Council centrally retained expenditure for High Needs.

The **Early Years block** covers:

- a) Two Year Old Funding
- b) Early Years Funding in Schools and Private, Voluntary and Independent provision (PVI's)
- c) Centrally retained expenditure for under 5's

The **Central Schools Services block** covers:

- a) Funding previously allocated through the retained duties element of the Education Services Grant (ESG) which has been discontinued from 2018/19
- b) Central school services which includes the expenditure related to Schools Forum, Premature Retirements, Admissions service, ICT for schools and School Improvement
- c) School Licenses
- d) Statutory and Regulatory duties

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CAPITAL INVESTMENT PROGRAMME REPORT 2018/19

Quarter 1 - June 2018

1 Background

- 1.1 The original capital programme for 2018/19 reflects the priorities outlined in the capital strategy as approved at Cabinet on 19 February 2018 and confirmed at the Council meeting on the 28 February 2018.
- 1.2 The position as at 30 June 2018 is highlighted in this report but as the year progresses the outturn projections will reflect the evolving position.
- 1.3 For the remainder of the financial year, the programme will continue to be monitored and revised to take account of any new developments and changes in the profile of planned expenditure.

2 Current Position

- 2.1 The approved capital programme summary position for the four years 2018 to 2022, approved by Council on 28 February 2018 is summarised in Table 1 and shows capital programme expenditure of £89.658m in 2018/19.

Table 1 : Capital Programme 2018/19 to 2021/22

	2018/19	2019/20	2020/21	2021/22	TOTAL
	£000	£000	£000	£000	£000
Original Budget	89,658	105,681	37,605	11,234	244,178

- 2.2 Table 2 shows the capital programme for 2018/19, with expenditure of £60.022m. The revised capital programme at 30 June 2018, taking account approved carry forwards (£1.342m), approved new schemes and approved and proposed variations (£30.978m decrease) delivers a net decrease of £29.636m to give the projected revised expenditure of £60.022m.
- 2.3 Actual expenditure to 30 June 2018 was £4.200m (7.00% of forecast outturn). This spending profile is in line with previous years. The position will be kept under review and budgets will be managed in accordance with forecasts.

Table 2 – 2018/19 Capital Programme

Directorate	Original Budget 2018/19 £000	Rephasing from 2017/18 £000	Budget changes/virements (to M03) £000	Proposed Virement /Rephasing £000	Revised Budget (M03) £000	Forecast £000	Variance £000
Corporate and Commercial Services	15,445	244	308	(1,095)	14,902	14,902	0
People and Place	63,152	1,060	(18,858)	(6,218)	39,136	39,136	0
Community Health & Social Care Services	3,326	(39)	(1,054)	0	2,233	2,233	0
Reform	100	115	(6)	0	209	209	0
Housing Revenue Account	2,773	(38)	496	0	3,231	3,231	0
Funds Yet to be Allocated	4,862	0	(4,551)	0	311	311	0
Grand Total	89,658	1,342	(23,665)	(7,313)	60,022	60,022	0

(subject to rounding – tolerance +/- £1k)

- 2.4 The £1.342m rephasing is the net slippage of unutilised approved budget from the 2017/18 capital programme into the 2018/19 capital programme. The financing has also been slipped into 2018/19 therefore there is no overall effect on the Capital Programme.
- 2.5 The budget changes to M03 of £23.665m represent changes following the approval of the Capital Strategy and capital programme at Budget Council on 28 February 2018. The proposed changes of £7.313m reflect anticipated virements and further rephasing of spending as detailed in Appendix B.
- 2.6 At this time there is no forecast variance projected but there remains an element of uncertainty about the forecast position and it is inevitable that this will change in the remaining months; that said the forecasts are based on the latest and most up to date information and give a better picture of the likely outturn. A further breakdown of table 2 on a scheme by scheme basis is shown at appendices A to F and the detailed breakdown of proposed virement/rephasing is shown in appendix G.

Re-profiling of the Capital Programme

- 2.7 The revised capital programme for 2018/19 to 2021/22, taking into account all the above amendments in arriving at the revised forecast position, is shown in Table 3 together with the projected financing profile. Further work will be undertaken to revise the profile for 2019/20 and future years.

Table 3 – 2018/2022 Capital Programme

Directorate Budget	Revised Budget 2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	TOTAL £000
Corporate and Commercial Services	14,902	4,963	1,418	1,249	22,532
People and Place	39,136	136,552	31,289	3,595	210,572
Health & Adult Social Care Community Services	2,233	1,400	400	400	4,433
Reform	209	100	100	700	1,109
Housing Revenue Account	3,231	650	0	0	3,881
Funds Yet to Be Allocated	311	5,898	5,000	5,312	16,522
Grand Total	60,022	149,563	38,207	11,256	259,049

(subject to rounding – tolerance +/- £1k)

Funding	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	TOTAL £000
Grant & Other Contributions	(18,631)	(65,100)	(15,591)	(1,973)	(101,295)
Prudential Borrowing	(28,253)	(73,428)	(13,727)	(7,000)	(122,408)
Revenue	(1,836)	(650)	(7,300)	0	(9,786)
Capital Receipts	(11,303)	(10,385)	(1,589)	(2,283)	(25,560)
Grand Total	(60,022)	(149,563)	(38,207)	(11,256)	(259,049)

(subject to rounding – tolerance +/- £1k)

Capital Receipts

- 2.8 The revised capital programme requires the availability of £11.303m of capital receipts in 2018/19 for financing purposes. The total net usable capital receipts currently received in year, inclusive of £8.747m carried forward from 2017/18, is £8.831m.
- 2.9 The capital receipts position as at 30 June 2018 is as follows:

Table 4 – Capital Receipts 2018/19

	£000	£000
Capital Receipts Financing Requirement		11,303
Usable Capital Receipt b/fwd	(8,747)	
Actual received to date	(84)	(8,831)
Further Required/(Surplus) in 2018/19		2,472

- 2.10 As can be seen, there is currently a requirement of an additional £2.472m of capital receipts in year. Given the significant amount of receipts needed to finance the capital programme in future years it is imperative that the capital receipts/disposal schedule is adhered to. This is monitored at the monthly Capital Receipts meeting and will be subject to ongoing review throughout the year.
- 2.11 The Capital Strategy and Capital Programme 2018/22 introduced an expectation of the level of receipts that is anticipated in each of the respective years and therefore an estimate as to the resultant level of over or under programming in order to present a balanced budget. The position as at 30 June 2018 is illustrated in the table below:

Table 5 – Capital Receipts 2018/22

Capital Receipts	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Estimated Capital Receipts in year	(7,829)	(6,938)	(1,323)	(723)
Brought Forward from previous year	(8,747)	(5,273)	(1,826)	(1,560)
Total Receipts	(16,576)	(12,211)	(3,149)	(2,283)
Capital Receipts Financing Requirement	11,303	10,385	1,589	2,283
Over/(Under) programming	(5,273)	(1,826)	(1,560)	-

(subject to rounding – tolerance +/- £1k)

- 2.12 The capital receipts position is monitored on a monthly basis. The most recent projections are for receipts to exceed current planned requirements in later years of the programme. However, until there is more confidence as to the timing of planned asset disposals, a prudent approach has been adopted and these are excluded from current forecast.

Annual Review of the Capital Programme

- 2.13 In accordance with previous practice, there will once again be a review of the capital programme over the summer months (the Summer Review). This will examine any further opportunities to reallocate, decommission or reprofile resources. It will also include an in depth analysis of capital receipts which may lead to opportunities to increase resource levels to support new projects or provide an alternative to prudential borrowing.

3 Conclusion

- 3.1 Whilst the current projected position is showing the outturn to match budget, a detailed review of the capital programme (the Annual Review) is being undertaken to establish if there are any surplus resources and re-profiling. Early indications are that there is likely to be some rephasing across all years to reflect the current developments of individual projects/schemes.
- 3.2 The capital programme is being continually monitored and is reported to Members on a regular basis.

4 Appendices

- 4.1 Appendix A - SUMMARY – Corporate and Commercial Services – Quarter 1
Appendix B - SUMMARY – People and Place – Quarter 1
Appendix C - SUMMARY – Health & Adult Social Care Community Services – Quarter 1
Appendix D - SUMMARY – Reform – Quarter 1
Appendix E - SUMMARY – Housing Revenue Account – Quarter 1
Appendix F - SUMMARY – Funds Yet To Be Allocated – Quarter 1
Appendix G - SUMMARY – Proposed Variations – Quarter 1

SUMMARY – Corporate and Commercial Services – Quarter 1

Service area	Original Budget £000	2017/18 Slippage/ Acceleration £000	Approved Changes /Virements £000	Proposed Virement £000	Revised Budget £000	Forecast £000	Year End Variance £000
Corporate	11,300	0	0	0	11,300	11,300	0
IT	4,145	244	308	(1,095)	3,602	3,602	0
	15,445	244	308	(1,095)	14,902	14,902	0

Major Variances Commentary

Following a detailed review of the deliverability of the IT capital programme has highlighted that some budget will need to be rephased in to future years.

SUMMARY – People and Place – Quarter 1

Service area	Original Budget £000	2017/18 Slippage/ Acceleration £000	Approved Changes/ Virements £000	Proposed Virement £000	Revised Budget £000	Forecast £000	Year End Variance £000
Asset Mgt - Asset Management	3,800	0	327	(520)	3,607	3,607	0
Asset Mgt - Education Premises	1,700	66	810	(1,210)	1,365	1,365	0
Boroughwide Developments	3,864	200	392	0	4,456	4,456	0
CYPF	0	17	84	0	101	101	0
Development	532	130	0	0	662	662	0
DP - Boroughwide	170	0	(70)	(40)	60	60	0
Env - Countryside	100	0	203	0	303	303	0
Env - Parks	0	30	167	0	197	197	0
Env - Playing Fields & Facilities	0	0	18	0	18	18	0
Parks & Playing Fields	0	31	0	0	31	31	0
Private Housing - HMRF	473	0	(213)	0	260	260	0
Private Housing - Non-HMRF	2,000	0	(2,000)	0	0	0	0
Public Realm	1,440	0	(149)	(941)	350	350	0
Schools - General Provision	2,871	169	(1,679)	(45)	1,316	1,316	0
Schools - Primary	434	191	148	(48)	725	725	0
Schools - Secondary	1,492	0	355	(3)	1,844	1,844	0
Schools - Special	0	0	493	(5)	488	488	0
Strategic Acquisitions	10,258	35	(4,990)	0	5,303	5,303	0
Town Centre Developments	21,393	0	(15,454)	(3,406)	2,533	2,533	0
Trans - Accident Reduction	456	0	(141)	0	315	315	0
Trans - Bridges & Structures	3,658	91	330	0	4,079	4,079	0
Trans - Fleet Management	553	0	272	0	825	825	0
Trans - Highway Major Works/Drainage schemes	6,644	100	1,082	0	7,826	7,826	0
Trans - Metrolink	0	0	204	0	204	204	0

Service area	Original Budget £000	2017/18 Slippage/ Acceleration £000	Approved Changes/ Virements £000	Proposed Virement £000	Revised Budget £000	Forecast £000	Year End Variance £000
Trans - Minor Works	262	0	613	0	875	875	0
Trans - Miscellaneous	1,032	0	346	0	1,378	1,378	0
Trans - Street Lighting	20	0	(5)	0	15	15	0
People and Place Total	63,152	1,060	(18,857)	(6,218)	39,136	39,136	0

(subject to rounding – tolerance +/- £1k)

Major Variances Commentary

£331k Rephasing into future years of Corporate Property – Civic Centre Lift Replacement programme

£200k Rephasing into future years of Corporate Property – Moorhey Street Depot re-wire.

£1,200k Rephasing into future years of Corporate Property – Education Premises Essential Conditions general provision.

£11k Realignment between Corporate Property Asset Management and Corporate Property – Education Premises.

£40k Rephasing into future years in relation to the business grant scheme along the A62 Oldham Road Corridor- Manchester Boundary to M60 Motorway- District Centres Business Support (Neighbourhood Developments).

£941k Rephasing into future years of Town Centre Public Realm

£2,000k Rephasing into future years of Oldham Coliseum Theatre – Phase C

£1,000k Rephasing into future years of Oldham Heritage & Arts Centre – Phase A

£406k Rephasing into future years of Oldham Heritage & Arts Centre – Off Site Storage

(£101k) Reduction in schools budget, due to re-evaluation of DFC budgets and schools contributions.

SUMMARY – Health & Adult Social Care Community Services – Quarter 1

Service area	Original Budget £000	2017/18 Slippage/ Acceleration £000	Approved Changes /Virements £000	Proposed Virement £000	Revised Budget £000	Forecast £000	Year End Variance £000
Adult Services	3,326	(39)	(1,054)	0	2,233	2,233	0
	3,326	(39)	(1,054)	0	2,233	2,233	0

Major Variances Commentary

No variances to report

SUMMARY – Reform – Quarter 1

Service area	Original Budget £000	2017/18 Slippage/ Acceleration £000	Approved Changes/ Virements £000	Proposed Virement £000	Revised Budget £000	Forecast £000	Year End Variance £000
Capital - DIF	100	115	(7)	0	208	208	0
Capital - DP - Chadderton	0		1	0	1	1	0
Reform Total	100	115	(6)	0	209	209	0

Major Variances Commentary

No variances to report

APPENDIX E
SUMMARY – Housing Revenue Account (HRA) – Quarter 1

Service area	Original Budget £000	2017/18 Slippage/ Acceleration £000	Approved Changes/ Virements £000	Proposed Virement £000	Revised Budget £000	Forecast £000	Year End Variance £000
Housing Revenue Account	2,773	(38)	496	0	3,231	3,231	0
	2,773	(38)	496	0	3,231	3,231	0

Major Variances Commentary

No variances to report

SUMMARY – Funds Yet To Be Allocated – Quarter 1

Service area	Original Budget £000	2017/18 Slippage/ Acceleration £000	Approved Changes/ Virements £000	Proposed Virement £000	Revised Budget £000	Forecast £000	Year End Variance £000
Funds Yet to be allocated	4,862	0	(4,551)	0	311	311	0
	4,862	0	(4,551)	0	311	311	0

Major Variances Commentary

No variances to report

SUMMARY – Proposed Variations – Quarter 1

EXPENDITURE BUDGETS TO BE REPROFILED AS AT 30 JUNE 2018	2018/19	2019/20	2020/21	
Directorate / Scheme	£	£	£	
Corporate and Commercial Services				
IT Programme	(1,095,000)	515,000	580,000	Realign and Rephase to 2019/20
Corporate and Commercial Services TOTAL	(1,095,000)	515,000	580,000	
People and Place				
Moorhey Street Depot – Re-wire	(200,000)	200,000		Rephase to 2019/20
A62 Oldham Road Corridor- Manchester Boundary to M60 Motorway- District Centres Business Support (Neighbourhood Developments)	(40,000)	40,000		Rephase to 2019/20
Backlog Maintenance - Civic Centre 2nd Lift	(330,500)	330,500		Rephase to 2019/20
Essential Condition Works - General Provision	(1,200,000)	1,200,000		Rephase to 2019/20
Town Centre Public Realm	(940,907)	940,907		Rephase to 2019/20
Oldham Coliseum Theatre – Phase C	(2,000,000)	2,000,000		Rephase to 2019/20
Oldham Heritage & Arts Centre – Phase A	(1,000,000)	1,000,000		Rephase to 2019/20
Oldham Heritage & Arts Centre – Off Site Storage (PoW Units A&B)	(406,000)	406,000		Rephase to 2019/20
Corporate Property – Asset Management schemes	10,621			Realignment within Service
Corporate Property – Education Premises schemes	(10,621)			Realignment within Service
Schools - General Provision	(44,533)			Removal of budget
Schools - Primary	(48,166)			Removal of budget
Schools - Secondary	(2,553)			Removal of budget
Schools - Special	(5,260)			Removal of budget
People and Place TOTAL	(6,217,919)	6,117,407	0	
TOTAL	(7,312,919)	6,632,407	580,000	

FINANCING BUDGETS TO BE REPROFILED AS AT 30 JUNE 2018	2018/19	2019/20	2020/21	
Fund Source / Scheme	£	£	£	
Grants and Contributions				
Essential Condition Works - General Provision	1,200,000	(1,200,000)		Rephase to 2019/20
Oldham Heritage & Arts Centre – Phase A	1,000,000	(1,000,000)		Rephase to 2019/20
Corporate Property – Asset Management schemes	(10,621)			Realignment within Service
Corporate Property – Education Premises schemes	10,621			Realignment within Service
Schools - General Provision	44,533			Removal of budget
Schools - Primary	48,166			Removal of budget
Schools - Secondary	2,553			Removal of budget
Schools - Special	5,260			Removal of budget
Grants and Contributions TOTAL	2,300,512	(2,200,000)		
Prudential Borrowing				
Moorhey Street Depot – Re-wire	200,000	(200,000)		Rephase to 2019/20
A62 Oldham Road Corridor- Manchester Boundary to M60 Motorway-District Centres Business Support (Neighbourhood Developments)	40,000	(40,000)		Rephase to 2019/20
IT Programme	882,408	(422,408)	(460,000)	Realign and Rephase to 2019/20
Town Centre Public Realm	940,907	(940,907)		Rephase to 2019/20
Backlog Maintenance - Civic Centre 2nd Lift	173,072	(173,072)		Rephase to 2019/20
Prudential Borrowing TOTAL	2,236,387	(1,776,387)	(460,000)	
Capital Receipts				
IT Programme	212,592	(92,592)	(120,000)	Realign and Rephase to 2019/20
Oldham Coliseum Theatre – Phase C	2,000,000	(2,000,000)		Rephase to 2019/20
Backlog Maintenance - Civic Centre 2nd Lift	157,428	(157,428)		Rephase to 2019/20
Oldham Heritage & Arts Centre – Off Site Storage	406,000	(406,000)		Rephase to 2019/20
Capital Receipts TOTAL	2,776,020	(2,656,020)	(120,000)	
TOTAL	7,312,919	(6,632,407)	(580,000)	

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Report to Cabinet

Royton Town Hall and Library

Portfolio Holder:

Councillor Sean Fielding, Cabinet Member for Economy and Enterprise

Officer Contact: Roger Frith, Interim Director of Economy and Skills

Report Author: Matt Gilray, Regeneration Surveyor
Ext. 1663

17 September 2018

Reason for Decision

To advise Cabinet on the progress of the refurbishment of Royton Town Hall and Library buildings, including updates on the;

- Capital budget allocation
- Funding proposals

and seek approval for the recommendations

Executive Summary

This report presents a summary of the detailed work carried out to date in bringing forward the Royton Town Hall and Library project.

Recommendations

It is recommended that Cabinet note the contents of the report only, with a further, restricted report due for consideration under Part B of the agenda.

Royton Town Hall and Library

1 Background

- 1.1 The Council has been considering its options for the refurbishment of Royton Town Hall and Library

2 Current Position

- 2.1 There is an approved allocation in the capital budget for this project.
- 2.2 An initial cost plan was prepared, based on the current design.
- 2.3 Additional work has been carried out in an attempt to firm up some of the assumed costs. Additional surveys have been carried out to better understand some elements of the building that would normally only become visible once work had commenced. Desktop work has been carried out to confirm the foundation design. Work that would normally be carried out as part of the tender phase has been brought forward to put a cost to some other elements. Use of the basement for storage has been restricted, reducing the extent of work required in that area. In short an exhaustive Value Engineering exercise has been undertaken to drive down costs as much as possible without compromising the integrity of the project.
- 2.4 The cost plan has been updated, taking into account the above mentioned factors and this now confirms the project costs.

3 Options/Alternatives

- 3.1 **Option 1** – Do nothing.
- 3.2 **Option 2** – Joint Venture / Private Partner.
- 3.3 **Option 3** – Increase Prudential Borrowing
- 3.4 **Option 4** – De-prioritise other Capital Projects or allocate currently uncommitted resources

4 Preferred Option

- 4.1 Cabinet are asked to note the contents of the report only, with a further, restricted report – detailing the full legal implications – due for consideration under Part B of the agenda.

5 Consultation

- 5.1 All Royton North and Royton South Members have been consulted on this scheme. All are fully supportive of the proposals to refurbish Royton Town Hall and Library.

6 Financial Implications

6.1 Cabinet are asked to note the contents of the report only, with a further, restricted due for consideration under Part B of the agenda.

7 Legal Services Comments

7.1 Cabinet are asked to note the contents of the report only, with a further, restricted report due for consideration under Part B of the agenda.

8. Co-operative Agenda

8.1 Cabinet are asked to note the contents of the report only, with a further, restricted report due for consideration under Part B of the agenda.

9 Human Resources Comments

9.1 None associated with this report

10 Risk Assessments

10.1 Cabinet are asked to note the contents of the report only, with a further, restricted report due for consideration under Part B of the agenda.

11 IT Implications

11.1 None at this stage.

12 Property Implications

12.1 Cabinet are asked to note the contents of the report only, with a further, restricted due for consideration under Part B of the agenda.

13 Procurement Implications

13.1 Cabinet are asked to note the contents of the report only, with a further, restricted report due for consideration under Part B of the agenda.

14 Environmental and Health & Safety Implications

14.1 Cabinet are asked to note the contents of the report only, with a further, restricted report due for consideration under Part B of the agenda.

15 Equality, community cohesion and crime implications

15.1 None at this stage

16 Equality Impact Assessment Completed?

16.1 No

17 **Key Decision**

17.1 Yes

18 **Key Decision Reference**

18.1 EC-EN-04-18

19 **Background Papers**

19.1 None

20 **Appendices**

20.1 None

Report to Cabinet

Council Performance Report June 2018

Portfolio Holder:

Councillor Sean Fielding, Leader of the Council

Officer Contact: Dami Awobajo, Head of Business Intelligence

Report Author: Dami Awobajo, Head of Business Intelligence
Ext. 1559

Date: 17 September 2018

Reason for Decision

The purpose of this report is to allow:

- The review of Council Performance for June 2018
- The scrutiny of areas of underperformance as appropriate

Recommendations

- To note areas of good performance
- Agree improvement plans for any areas of under performance.

Oldham Profile in Numbers

POPULATION

Total Population (Mid 2016) **232,724** 

Male 49.3% 50.7% Female

Aged 0-15 25.3% Aged 16-64 58.9% Aged 65+ 15.8%

White 79.5% Pakistani 9.1% Bangladeshi 6.6% Other 4.9%

Census 2011/ONS MY Estimate 2016



INCOME & BENEFITS

Median Household Income **£24,652**

58.2% Employment Rate
11.7% Out of Work Benefits
2.9% Unemployment
7.5% ESA Benefits

CACI 2017/Census2011/DWP 2017



HOUSING

65.3% Owner Occupied

12.1% in Fuel Poverty
21.1% Social Rented
12.2% Private Rented
25.1% Claiming Council Tax Benefits/Housing Benefits

Census 2011/Dept for Business 2015/Council Tax 2017



HOUSEHOLD INFO

Number of Households **94,946**

30.3% Single Person Households
13.1% Lone Parent Households
7.5% Overcrowded Households
60.7% with No Children

OMBC Council Tax 2017/Census 2011



98% with at least 1 qualification at KS4

63.7% School-Ready Children
59.2% with standard pass in GCSE English and Maths

96.4% young people aged 16 to 18 are in EET
92% staying in education or entering employment
29.6% Adults with No Qualifications

Positive Steps 2017/Census 2011/OMBC BIS 2017

HEALTH

16.3% Long Term Health Problems/Disabilities 

77.2 yrs Male Life Expectancy
80.9 yrs Female Life Expectancy
23.7% Currently Smoke

Obese Children

Reception: 10.2% Year 6: 21.4%

Census 2011/Public Health England 2016/Acorn 2015

CRIME

Crimes Recorded **816.8** (per 10,000 of the Population) 

163.2 Theft Rate
62.0 Burglary (Dwellings) Rate
122.5 Criminal Damage Rate
81.2 Serious Violent Crime (ABH) Rate

GMP 2016

COMMUNITY

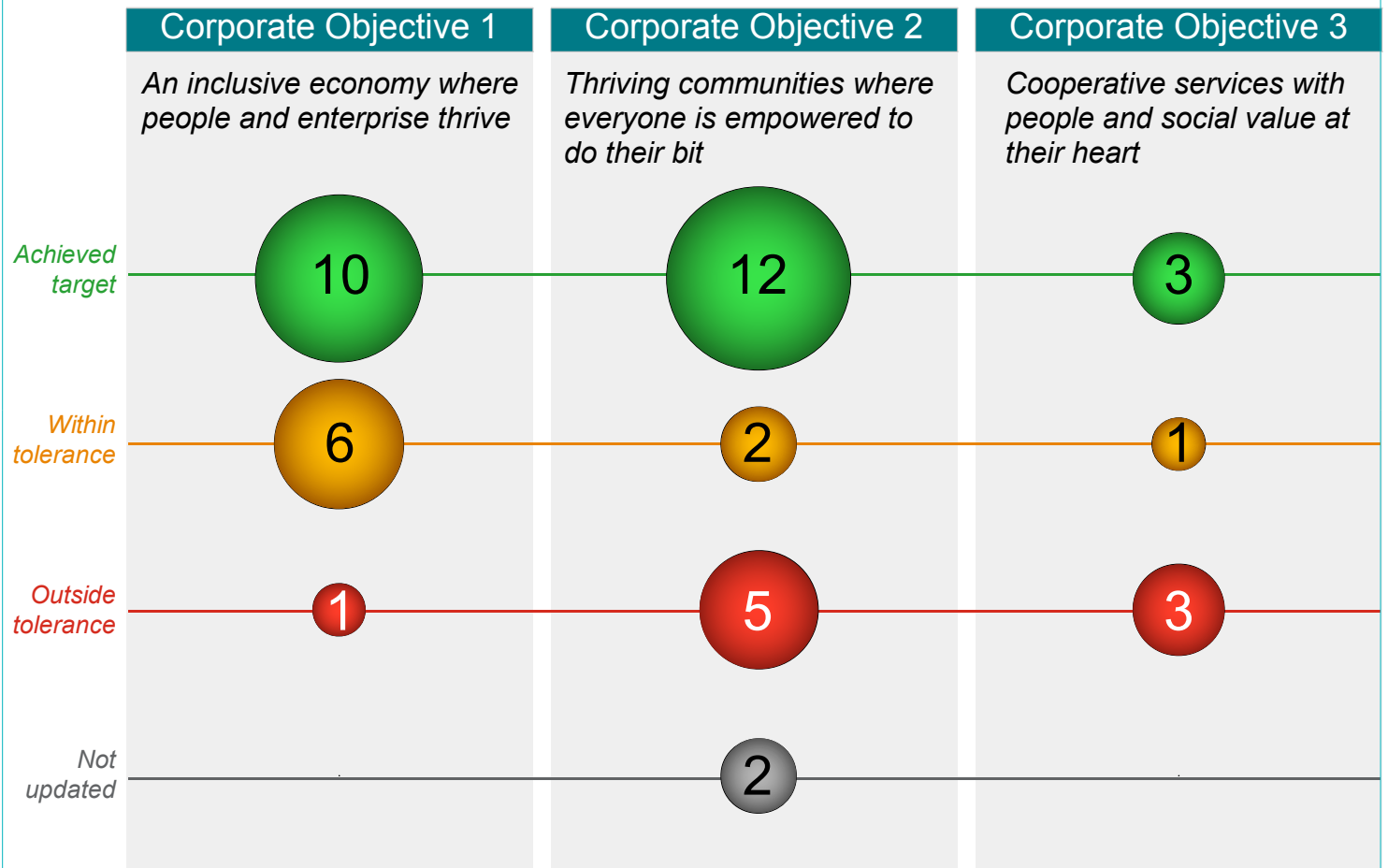
Satisfied with Local Area **71%** 

38% Volunteered in Last 12 Months
36% Local Election Turnout
26% Feel Involved in Community

YYC 2013 / OMBC Election team 2016

Performance Measures by Objective

Details in Appendices I and II



Action Summary

Details in Appendix III

	Total Actions	Updates commence 30 Jun 2018				
		Not Updated	Complete	On Track	Behind Schedule	Unlikely to Achieve
Chief Executive	4			3	1	
Economy, Skills and Neighbourhood	23			18	5	
Adult Services	7			7		
Childrens Services	12			10	2	
Corporate and Commercial Services	7			5	2	
Strategic Reform and Public Health	9			7	2	
Admin Priority only	25			20	5	

Details in Appendix IV

Risk Summary

Chief Executive

A	0	0	0	0
B	0	0	0	0
C	0	0	2	0
D	0	0	0	0
E	0	0	0	0

Corporate and Commercial Services

0	0	0	0
0	0	0	0
0	0	1	0
0	4	0	0
0	0	0	0

Economy, Skills and Neighbourhoods

0	0	0	0
0	0	1	0
0	1	4	0
0	8	1	0
0	0	0	0

Adult Services

A	0	0	0	0
B	0	0	2	0
C	0	3	2	0
D	0	0	0	0
E	0	0	0	0

Strategic Reform and Public Health

0	0	0	0
0	0	0	0
0	4	4	0
0	0	4	0
0	0	0	0

Childrens Services

0	0	1	0
0	0	5	0
0	0	3	1
0	0	4	0
0	0	0	0

Likelihood	Impact
A Very High	I Catastrophic
B High	II Critical
C Significant	III Marginal
D Low	IV Negligible
E Very Low	

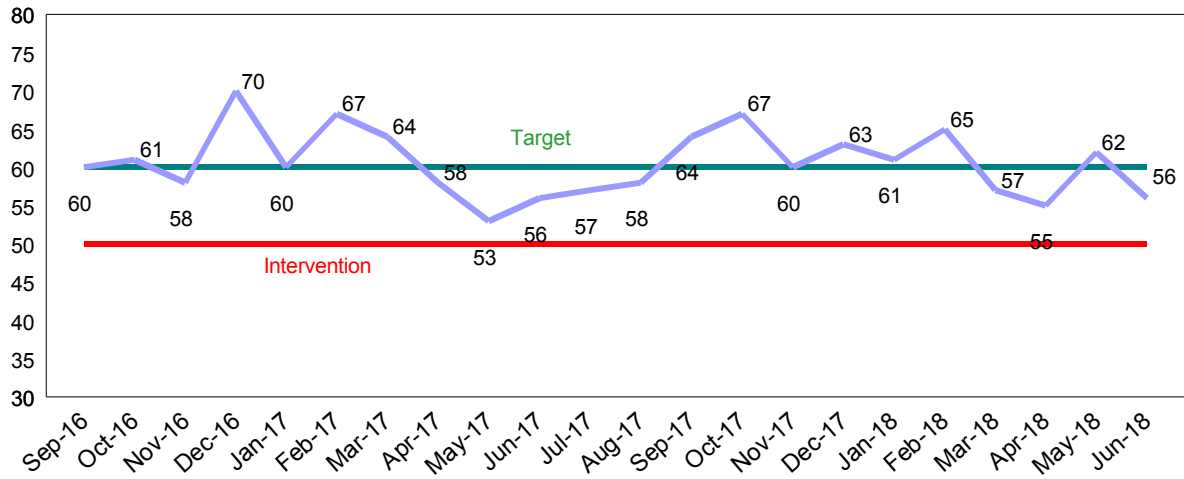
IV III II I

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RAG-rated Performance Measure Trend (June 2018)

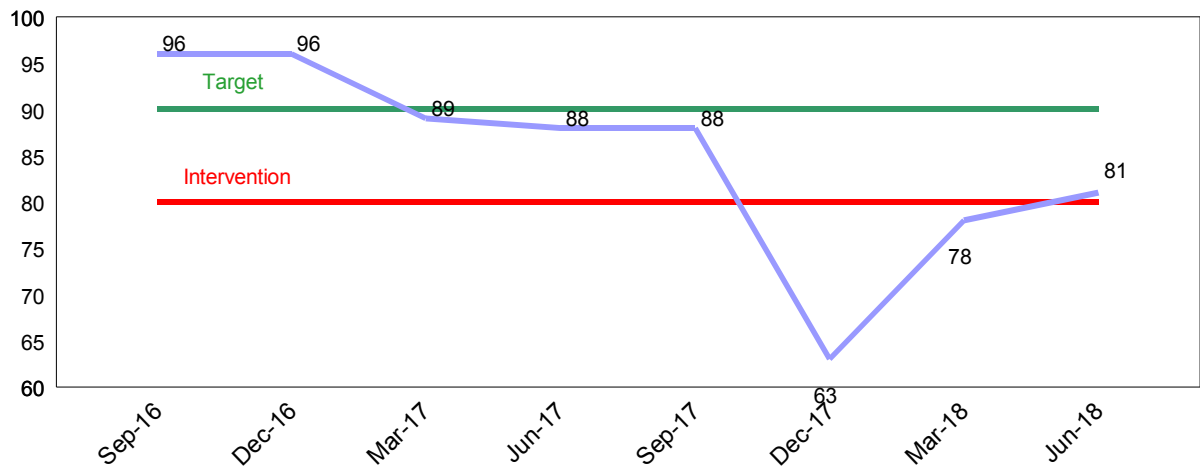
Performance Measures that achieved their target as a percentage of all reported Performance Measures. The aim is for 60% or more of the Performance Measures to have met their target.



No Update	2
> 5% off Target	9
Off Target	9
Achieved Target	25

Action Trend (June 2018)

Corporate Actions that are on track or completed as a percentage of all reported Corporate Actions. The aim is for 90% or more of the Corporate Actions to be on track or complete.



No Update	0
Unlikely to achieve	0
Behind schedule	12
On track	50
Complete	0

SICKNESS (year to date)

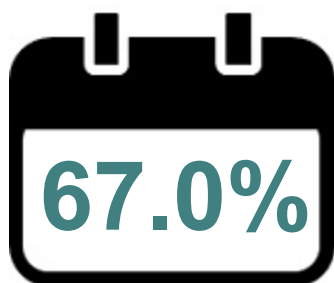


average days lost to sickness

top 3 reasons

From April 2018 to June 2018, the most common sickness reason is Musculo-skeletal, accounting for 29.92% of sickness, with Mental Health (including stress 26.46% and Stomach, Liver and Digestion 9.47%.

LONG TERM SICKNESS (year to date)



of days lost are due to long-term sickness

From April 2018 to June 2018 2756 FTE days were lost to long term sickness cases in comparison to 1330.54 FTE days for short term absence.

TOP 4 REASONS FOR LEAVING (year to date)



year end 2017/18

Resignation	186
End of Contract	13
TUPE Transfer	11
Other	13

SICKNESS TOP 3 DIVISIONS (year to date)

1	Economy and Skills	2.91 days per FTE
2	Children's Social Care	2.06 days per FTE
3	Environmental Services	1.90 days per FTE

Average days FTE per employee is calculated by total sick days in the service since the start of the year divided by total number of FTE. Smaller service's figures may be more disproportionately affected by individual instances of long terms absence

TURNOVER (year to date)

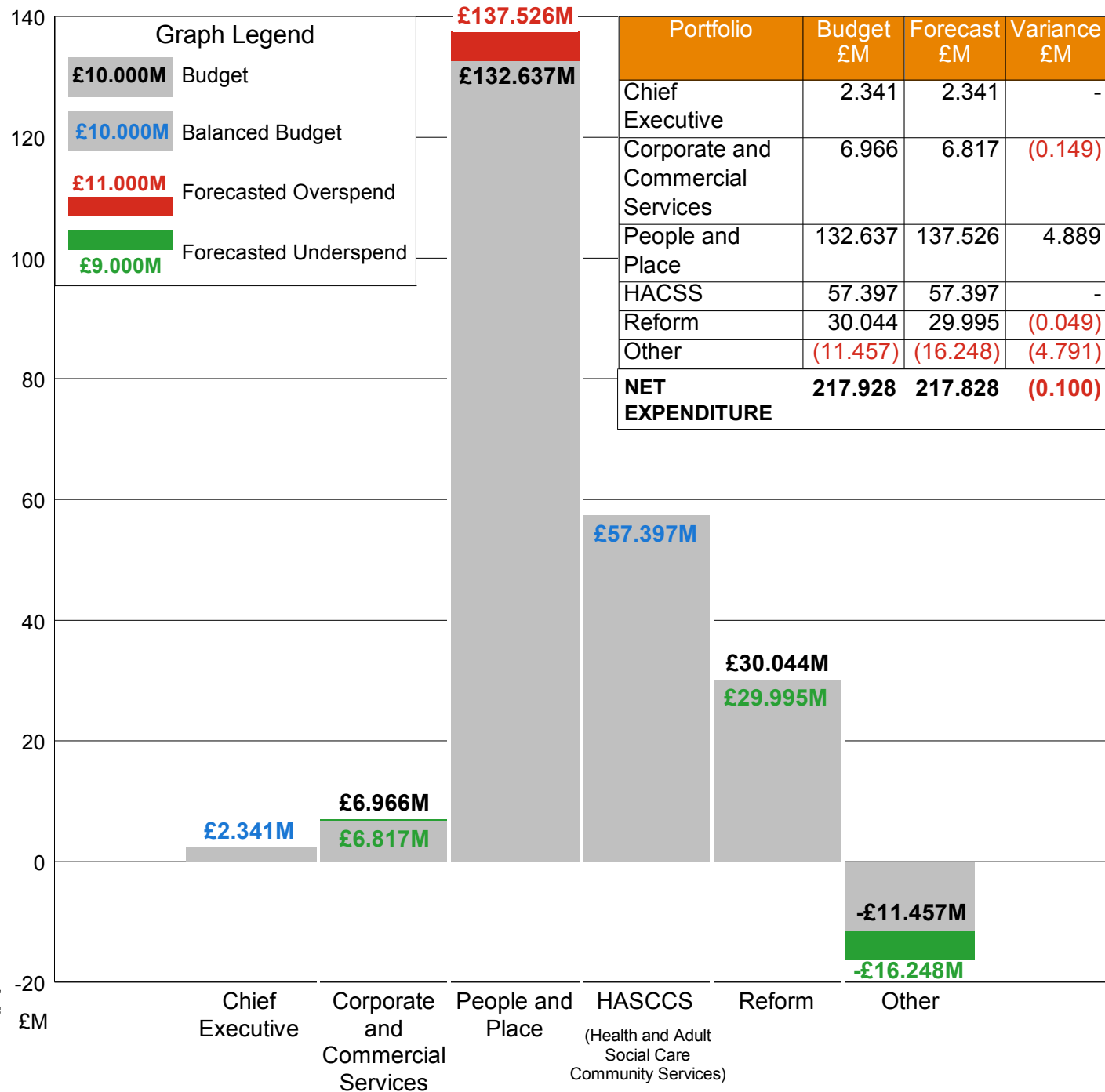


TURNOVER (rolling 12 months)



Budget Forecast

Month 3 2018/19 - Subject to Cabinet Approval

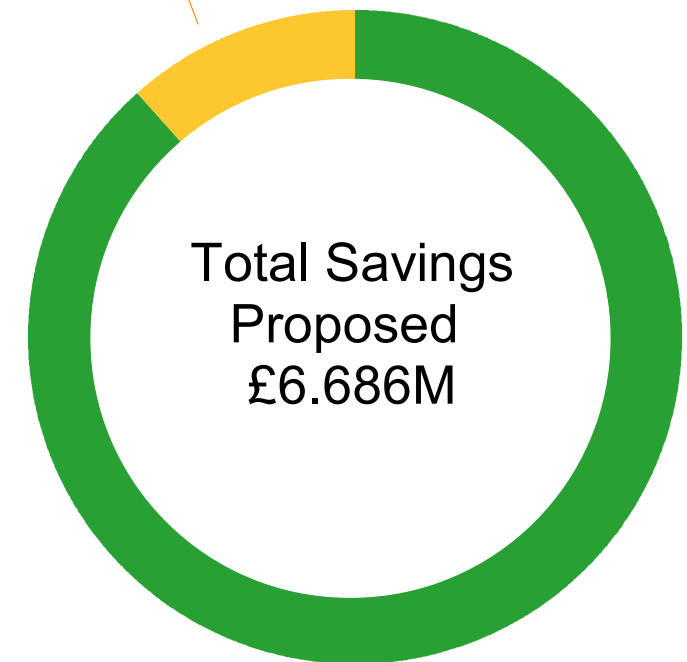


Approved 2018/19 Budget Reductions

Quarter 1 2018/19

Work in progress

£0.776M



Total Savings Proposed
£6.686M

Delivered
£5.910M

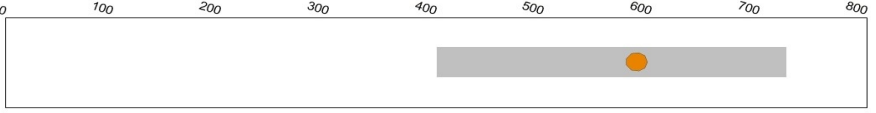
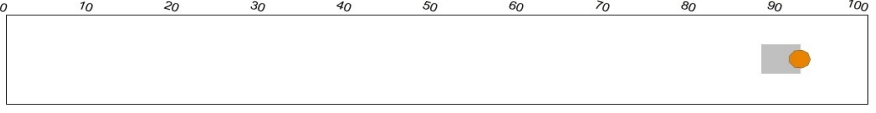
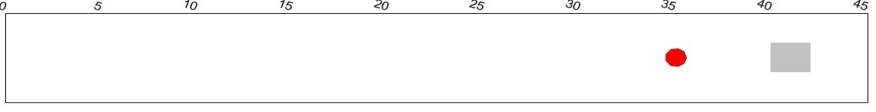
Appendices

- I Corporate Measure detail
- II Red Corporate Measure Follow-up Action(s)
- III Corporate Plan Actions detail
- IV High-level Directorate Red Risk(s)

Appendix I - Corporate Measure Detail

Admin Priority	Measure Name	Portfolio	Notes	GM Average	2017/18 Year End Outturn	2018/19 Year End Target	Current Month Target	Current Month Actual and Status											
								tolerance (+/- 5% of target)	LEGEND	● on or better than target ● within tolerance ● worse than tolerance									
START WELL : Children and Young people get the best start in life and make the most of their education																			
✓	M819(CP) KS4 Basics (% of children who achieve level 4+ in both English and Maths at Key Stage 4)	Cllr P Jacques	Annual	62.0%	59.2%	60.5%	59.3%	0	10	20	30	40	50	60					
✓	M730(CP) Percentage of pupils achieving the national standard in reading, writing and mathematics at the end of Key Stage 2	Cllr P Jacques	Annual	62.00%	57.00%	61.00%	57.00%	0	10	20	30	40	50	60					
✓	M729(CP) Percent of children receiving their 1-3 preference of school place for the September intake in Reception and Year 7	Cllr P Jacques	Annual		New Measure	92.0%	92.0%	0	10	20	30	40	50	60	70	80	90	100	
✓	M721(CP) Percent of Oldham schools that are judged as good or outstanding by Ofsted	Cllr P Jacques	Quarterly		84.0%	89.0%	89.0%	0	10	20	30	40	50	60	70	80	90		
✓	M716(CP) Timeliness of quality EHC plans: Percent completed within 20 weeks over 12 months	Cllr P Jacques	Monthly	63.5%	New Measure	60.0%	60.0%	0	10	20	30	40	50	60	70				

Admin Priority	Measure Name	Portfolio	Notes	GM Average	2017/18 Year End Outturn	2018/19 Year End Target	Current Month Target	Current Month Actual and Status
✓	M700(CP) Attendance rates in Oldham Primary and Secondary Schools	Cllr P Jacques	Quarterly		95.4%	96.0%	96.0%	
✓	M649(CP) Percentage take up of 2 year-old children benefitting from funded early education places	Cllr P Jacques	Quarterly		85.8%	85.0%	80.0%	
✓	M648(CP) % of children who have reached a Good Level of Development (GLD) at the end of the Early Years Foundation Stage.	Cllr P Jacques	Annual		63.7%	66.0%	65.0%	
	M639(CP) Achieve the expected standard for the childhood immunisation programme as indicated by uptake of MMR at age 5	Cllr A Chadderton	Quarterly		96.8%	95.0%	95.0%	
	M640(CP) 16 to 17 year olds who are not in education training or employment (NEET)	Cllr S Mushtaq	Monthly	3.5%	3.6%	3.5%	4.6%	
	M655(CP) Number of Band 2+ courses of child dental treatment per 100,000 population	Cllr A Chadderton	Quarterly		New Measure	15,308		<p>A NEW MEASURE TO SUCCEED THIS MEASURE IS IN THE PROCESS OF BEING AUTHORISED.</p>

Admin Priority	Measure Name	Portfolio	Notes	GM Average	2017/18 Year End Outturn	2018/19 Year End Target	Current Month Target	Current Month Actual and Status
	M668(CP) Number of children looked after by the authority - snapshot at end of month (measure now under review)	Cllr A Chadderton	Monthly		New Measure	400 - 725	400 - 725	
	M738(CP) Participation of 17 year olds in education or training (counted as Year 12 year group under CCIS)	Cllr P Jacques	Quarterly		94.00%	95.00%	92.20%	
	M860(CP) Percent of all infants due a 6-8 week check that are totally or partially breastfed	Cllr A Chadderton	Quarterly	38.7%	38.0%	42.0%	42.0%	

Admin Priority	Measure Name	Portfolio	Notes	GM Average	2017/18 Year End Outturn	2018/19 Year End Target	Current Month Target	Current Month Actual and Status
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LIVE WELL : Adults of working age benefit from inclusive growth, live well and are empowered to do their bit

✓	M659(CP) Percent of eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check	Cllr Z Chauhan	Quarterly		42.0%	50.0%	50.0%	
✓	M408(CP) Total new homes built	Cllr H Roberts	Quarterly	486	New Measure	289	72	
✓	M256(CP) Number of life long learning enrolments	Cllr S Mushtaq	Monthly		7,055	8,650	8,467	
	M63(CP) Number of visitors to Gallery Oldham	Cllr P Jacques	Quarterly		101,934	90,000	22,000	
	M69(CP) Number of library visits per 1000 population. To library service points - not including web visits	Cllr P Jacques	Monthly		5,755	5,774	5,774	
	M197(CP) Number of visits to OCL Leisure Centres per 1000 population	Cllr Z Chauhan	Quarterly		New Measure	5,156	1,289	

Admin Priority	Measure Name	Portfolio	Notes	GM Average	2017/18 Year End Outturn	2018/19 Year End Target	Current Month Target	Current Month Actual and Status
	M240(CP) Provision of high quality care: adult social care (CQC ratings for ASC providers)	Cllr Z Chauhan	Quarterly		New Measure	62	62	
	M409(CP) Percentage of completed homes that are affordable	Cllr H Roberts	Quarterly	22.0%	New Measure	26.6%	0.0%	
	M548(CP) Proportion of adults with learning disabilities in paid employment in England	Cllr Z Chauhan	Quarterly	5.6%	New Measure	4.0%	2.0%	
	M645(CP) Number who successfully quit smoking at 4 weeks	Cllr Z Chauhan	Quarterly		606	2,130	532	
	M646(CP) Early Help - Percentage of cases showing improvement	Cllr A Ur Rehman	Monthly		65.4%	65.0%	65.0%	

Admin Priority	Measure Name	Portfolio	Notes	GM Average	2017/18 Year End Outturn	2018/19 Year End Target	Current Month Target	Current Month Actual and Status
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AGE WELL : Older people live fulfilling lives and form part of an engaged and resilient community

✓	M565(CP) Delayed days (per 100,000 of the population) aged 18+ attributable to social care in England	Cllr Z Chauhan	Monthly	145 days	New Measure	926 days	171 days	
✓	M543(CP) Number of individuals (65+) in a permanent residential or nursing placement – per 10,000 population 65+	Cllr Z Chauhan	Monthly		New Measure	200	205	
✓	M141(CP) Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	Cllr Z Chauhan	Monthly	82.4%	90.0%	93.0%	93.0%	
	M863(CP) Percent of eligible adults aged 65+ who have received the flu vaccine	Cllr Z Chauhan	Annual	72.2%	74.3%	75.0%	75.0%	

Admin Priority	Measure Name	Portfolio	Notes	GM Average	2017/18 Year End Outturn	2018/19 Year End Target	Current Month Target	Current Month Actual and Status
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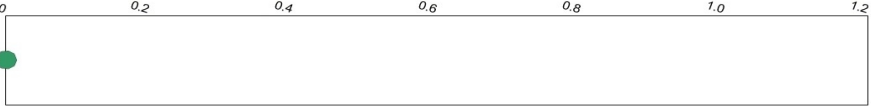
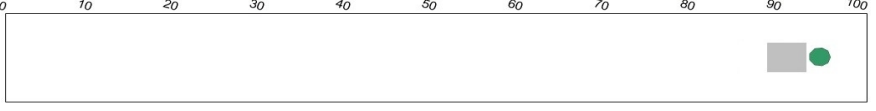
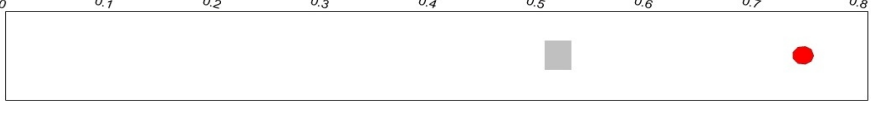
PLACE : An organisation that works cooperatively with residents and partners to deliver for Oldham

✓	M890(CP) Highways: Classified Network Surface Condition (Percentage of principal roads requiring maintenance)	Cllr A Shah	Annual		New Measure	6.0%	8.0%	
✓	M501(CP) Percentage of Household waste sent for Reuse, Recycling or Composting	Cllr A Shah	Monthly	48.17%	39.85%	44.75%	49.35%	
✓	M275(CP) Percentage of minor planning applications determined in time	Cllr H Roberts	Quarterly		66.0%	80.0%	80.0%	
✓	M274(CP) Percentage of major planning applications determined in time	Cllr H Roberts	Quarterly		75.0%	80.0%	80.0%	
	M126(CP) Percentage CO2 reduction on 1990 baseline	Cllr A Jabbar	Annual 3yr in arrears		41.0%	40.0%	38.4%	
	M491(CP) Number of street cleanliness inspections	Cllr A Shah	Quarterly			300	75	<p>ALTHOUGH SURVEYS WERE UNDERTAKEN, THEY WERE NOT INPUT PRIOR TO DEADLINE. THIS WILL BE REFLECTED IN THE NEXT QUARTER REPORT</p>

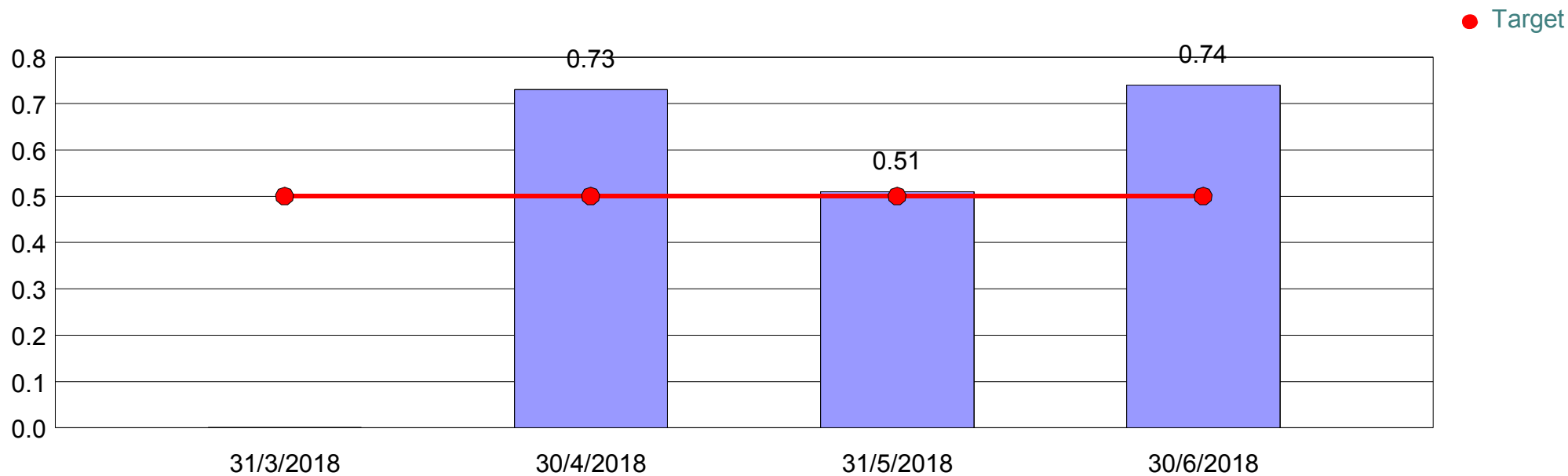
Admin Priority	Measure Name	Portfolio	Notes	GM Average	2017/18 Year End Outturn	2018/19 Year End Target	Current Month Target	Current Month Actual and Status
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WELL LED : Oldham has an inclusive economy, thriving communities and residents who are independent, resilient and engaged

✓	S368(CP) Percentage of national non domestic rates (NNDR) collected in year as a % of the total owed	Cllr A Jabbar	Monthly	96.37%	96.94%	96.94%	29.00%	
✓	S357(CP) Percentage of council tax in year collected of the total owed (cumulative)	Cllr A Jabbar	Monthly	98.03%	94.53%	94.60%	28.96%	
✓	M683(CP) Children's Social Care – Percentage of ICPCs within 15 working days of section 47	Cllr A Chadderton	Monthly	77.0%	71.6%	80.0%	80.0%	
✓	M682(CP) Children's Social Care – Percentage of completed assessments to timescale	Cllr A Chadderton	Monthly	81.6%	87.8%	85.0%	85.0%	
✓	M664(CP) Percentage of referrals which are repeat referrals to Children's Social Care	Cllr A Chadderton	Monthly	20.5%	18.7%	17 - 22%	17 - 22%	
✓	M333(CP) Percentage Council spend in Oldham	Cllr A Jabbar	Monthly		35.00%	38.00%	38.00%	

Admin Priority	Measure Name	Portfolio	Notes	GM Average	2017/18 Year End Outturn	2018/19 Year End Target	Current Month Target	Current Month Actual and Status
	M340(CP) Percent of Internal Audit Opinions resulting in Weak, Inadequate, Limited Assurance	Cllr A Jabbar	Quarterly		New Measure	15%	15%	
	M900(CP) Percent of transformational change projects sponsored by SMT progressing through the corporately agreed gateway review process.	Cllr A Jabbar	Quarterly		New Measure	100.0%	0.0%	
	M915(CP) Customer satisfaction (Contact Centre)	Cllr A Jabbar	Monthly		95.05%	94.00%	94.00%	
	S202(CP) Council Sickness Absence	Cllr A Jabbar	Monthly	9.8	8.4	6.0	0.5	

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Stewart Hindley

Target Date

30 Sep 2018

No Benchmarking Available

Accountable Lead Follow Up Action

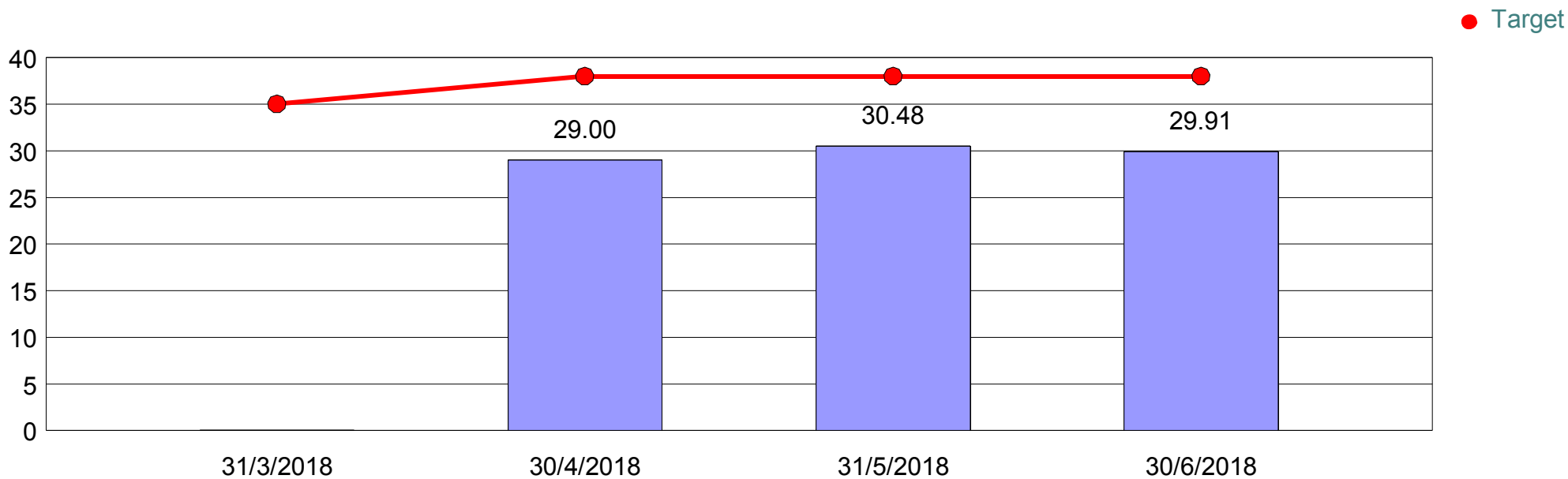
The working days lost due to sickness per employee during the month of June equated to 0.74 days resulting in the Q1 total of 1.98 working days lost compared to the target figure of 1.5 days for the quarter.
It is evident that the long term sickness absence at 67% of all absences is having a major impact on the position and early intervention by managers is continuing to be monitored to reduce the length of these absences. Services, in particularly above the target figure are being reviewed with Head of Service to ensure that additional support and challenge is undertaken.

Director Assurance

Dianne Frost

The target, 6 working days lost was established a number of years ago to align with our improving attendance policy. It is a stretch target and continues to remain our aspiration. Work continues to support services to reduce sickness running parallel with our preventative strategy - Fit for Oldham

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Steve Boyd

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

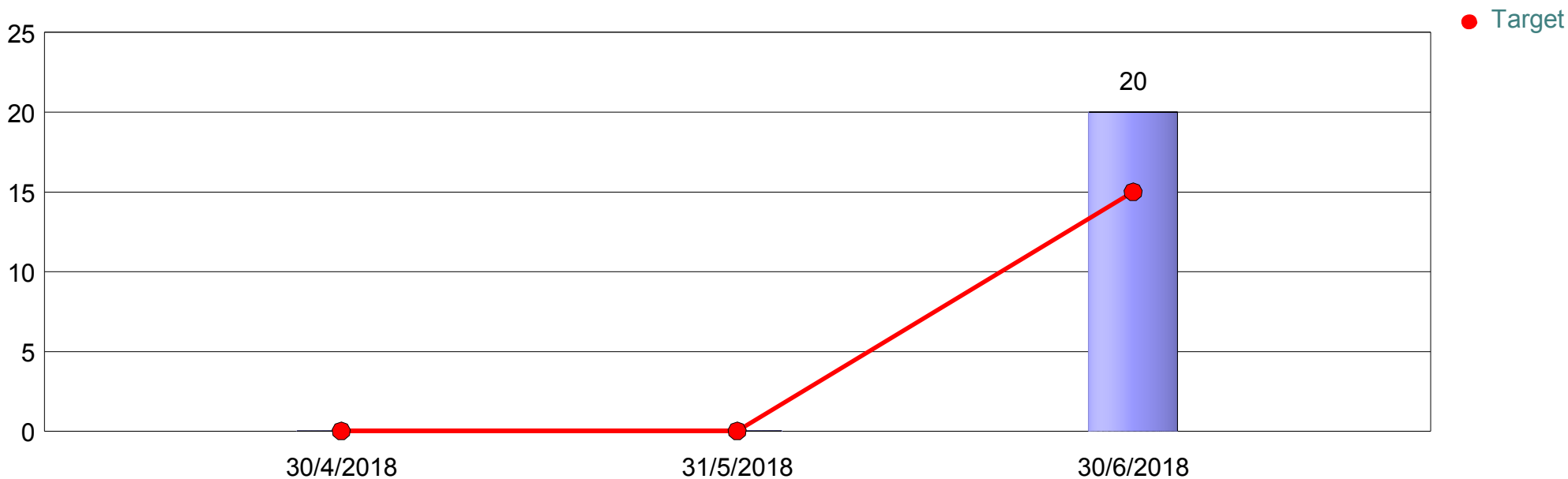
Having identified that this month's calculation was lower than the predicted percentage, an exercise was undertaken to understand the reasons for this. This exercise determined that there is significant additional local spend which has been missed because of the methodology used.

Director Assurance

Joe Davies

The methodology has been changed & agreed with Audit colleagues & will be used for future reporting purposes. In essence, the new methodology includes spend which is within the borough eg. a nursing home, although the company that owns the business has a registered address outside of the borough

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Mark Stenson

Target Date

31 Mar 2019

No Benchmarking Available

Accountable Lead Follow Up Action

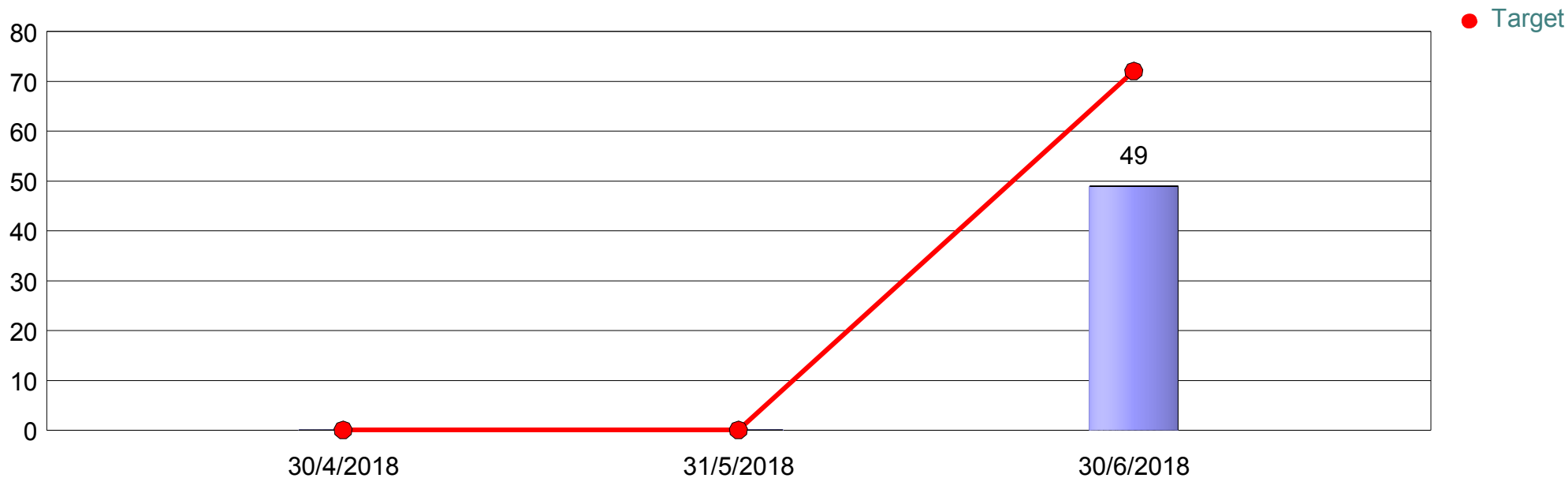
The result for Quarter 1 is skewed by a relatively small number of Audit Reports and Audit Opinions issued in the quarter, but it is anticipated that the target will be achieved at the end of the year. In line with agreed processes, Audit reviews continue to be supported by advice, training and guidance to colleagues, as required, to help to enable sound internal control. Audit follow up reviews provide further support for effective and timely implementation.

Director Assurance

Anne Ryans

Q1 is always a “low output” quarter due to initiating the programme for the year & dealing with issues highlighted at the end of 2017/18. Only 5 reports were issued so with 1 classed as inadequate, it gave a result outside the target (20%). At this stage of the year this is not a cause for concern

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Elizabeth Dryden-Stuart

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

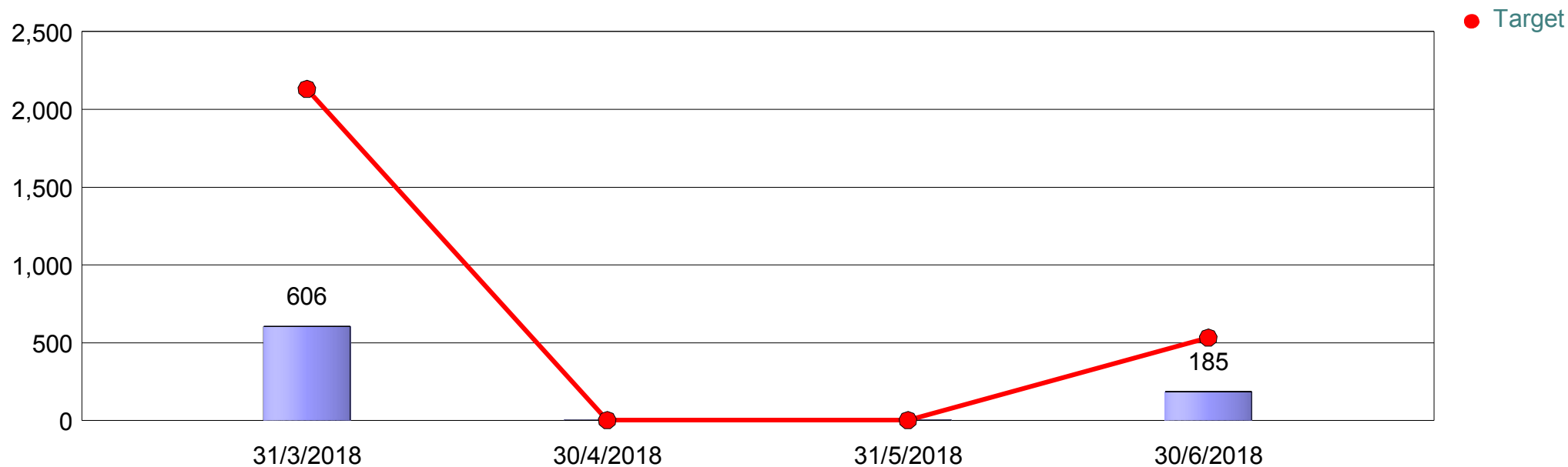
Target is for completions across the year within which the completions may fluctuate across the quarters. It is anticipated that the target will be met.

Director Assurance

Tom Stannard

Follow-up actions appropriate and agreed

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Lianne Davies

Accountable Lead Follow Up Action

Quarter 1 data is not available until September 2018.

Director Assurance

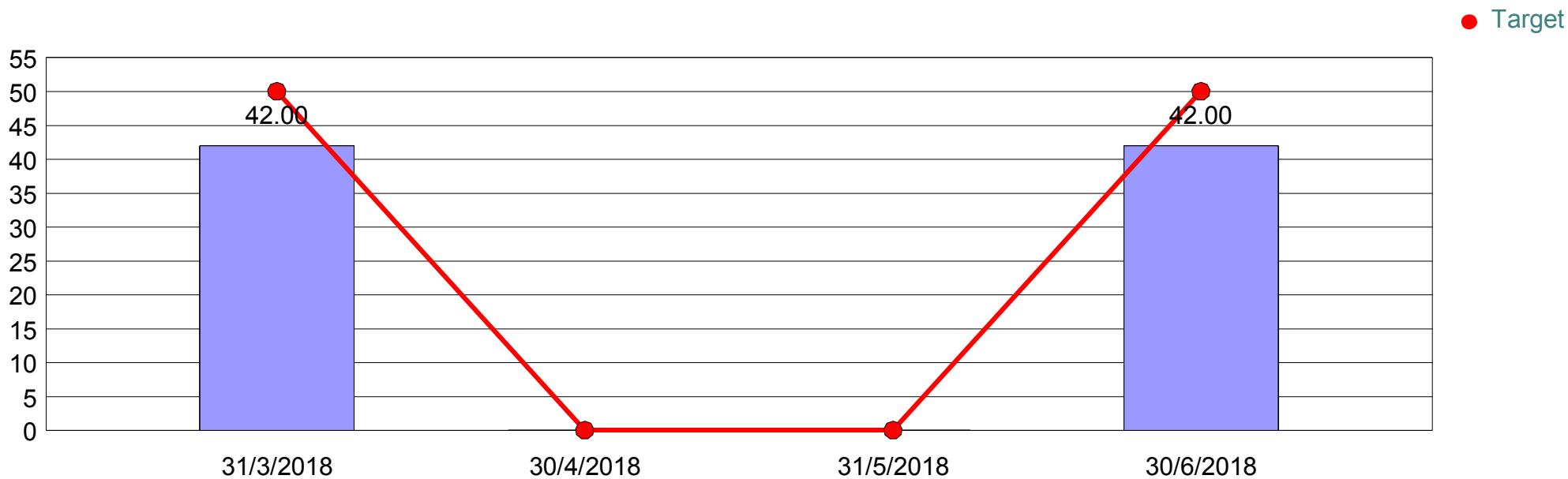
Rebekah Sutcliffe

Stop smoking data is submitted retrospectively due to stop smoking programmes running for 12 weeks, therefore full data for Q1 2018/19 is not available until early September.

Stop Smoking support is a universal offer, however, the service focuses on reducing inequalities and targets our most at risk groups with a view to achieving the greatest impact on the whole population quit rates. It has been recognised nationally that the number of people accessing Stop Smoking services has declined. Despite this Oldham's quit rate has remained consistent remaining at 46% for the last two years, although lower than England's average it is in line with the North West.

No Benchmarking Available

Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Mike Bridges

Accountable Lead Follow Up Action

MSD informatics is no longer GDPR compliant and Public Health are unable to continue using any of the MSDi software across all GP practices. The software has now been uninstalled. A plan is in place to sub contract MSD informatics to work with the CCG EMIS Team to develop centrally written EMIS searches for NHS HC's. This will provide similar data to MSDi. Our aim is to have Q1 data return completed by the end of July (6 approximately 6 weeks late) and Q2 data completed on time.

Two individuals from BIU will require training on EMIS including writing searches. MSDi – are working with the EMIS to gain agreement from each practice so that pseudo-anonymised data can be submitted to Public Health similar to the previous agreement. Further details will be sent shortly, once the new contract has been signed by MSD informatics and EMIS.

The national PHE team have been informed that the Q1 data return will be approximately 6 weeks late. This issue effects a number of other LA's across the country. A new programme officer will be in post on the 16th July to take responsibility for the programme.

No Benchmarking Available

Director Assurance

Rebekah Sutcliffe

The Public Health Programme Manager post with responsibility for Health Checks has now been filled, who will monitor and progress the detailed improvement plan. There has been a recent IT system change which may have had an impact by delaying monthly performance monitoring, reducing the availability of data for targeted action.

Accountable Lead

Saul Ainsworth

Follow-up Action

The increase identified in the data reflects an increase in the frequency of work that has come through the Front door at Child MASH. Families that have been assessed and then stepped down to partner agencies have experienced delays of up to 2 weeks until allocation and in this period in some cases there have been further concerns reported and so this information has been sent through to Child MASH.

Another factor may be that the screening visits previously undertaken by MASH/CAT ended in March and some of the cases from this period have been re-referred for similar concerns when an assessment could have been undertaken prior to closure.

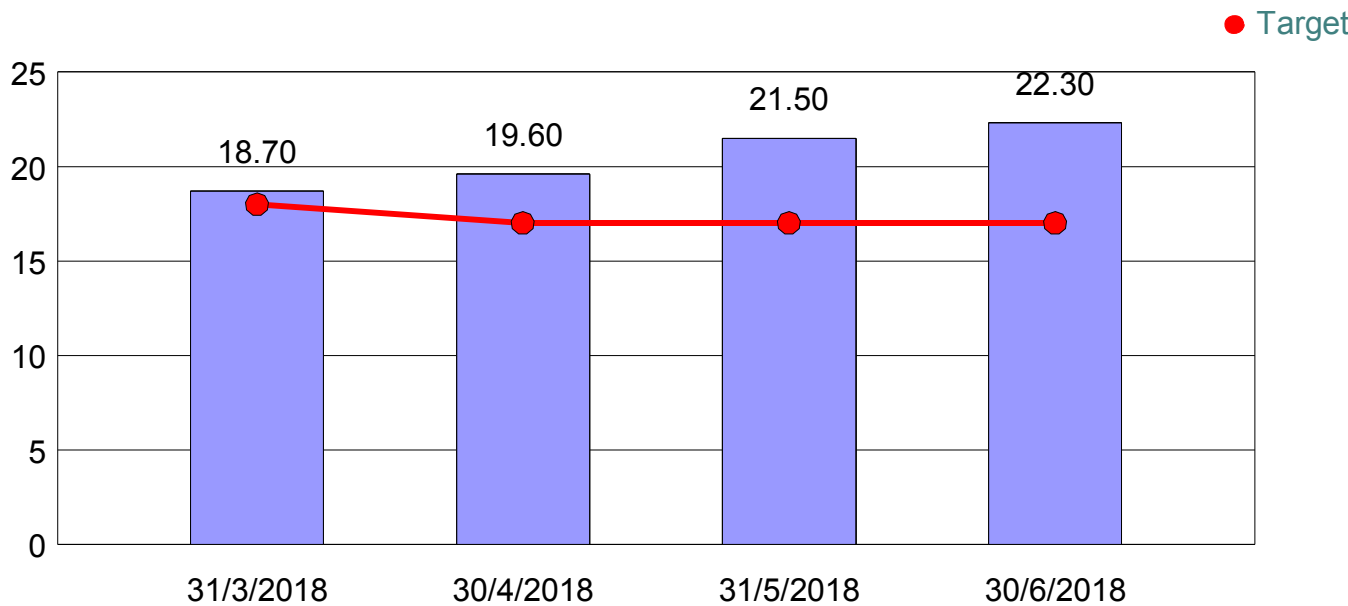
An audit is required to fully understand the nature of this cohort which will enable more effective planning and forecasting.

Director Assurance

Merlin Joseph

There has been a persistent rise in demand at the front door over the last 18 months, this has impacted on the consistency of the offer to some families, therefore some of the issues in the families have re-emerged. A review of recent repeat referrals has highlighted the need for better quality assessment and identified a gap in the provision for families at the cusp of statutory intervention. This is now being addressed by the getting to good improvement plan with a clear and focussed plan for short and medium term activity.

Current and Previous Performance



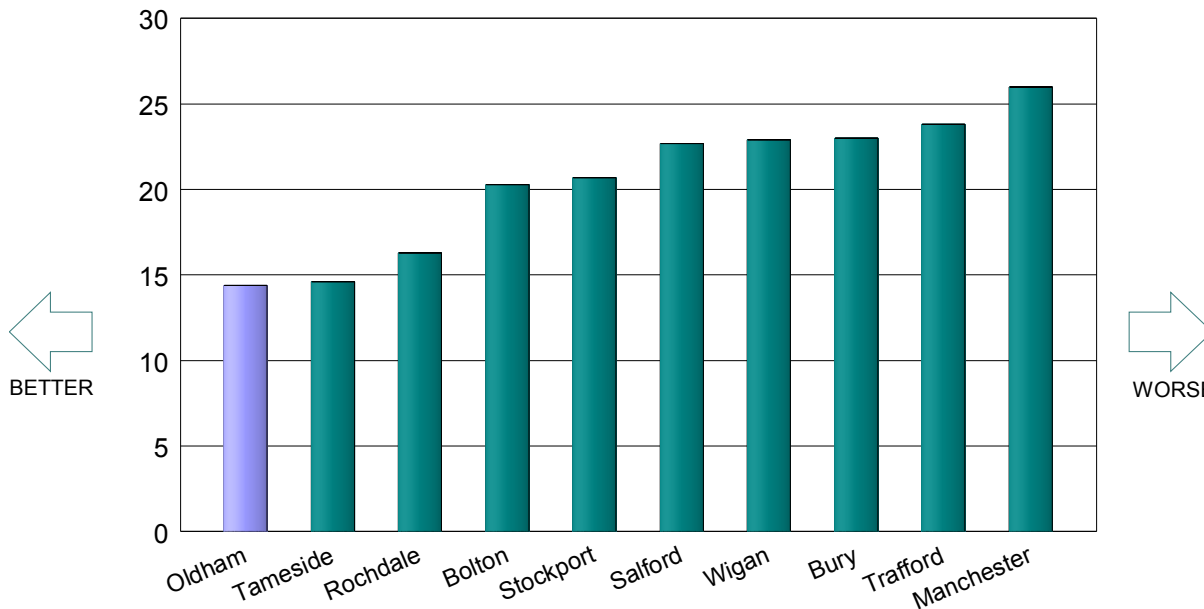
Referrals to children's social care within 12 months of earlier referral (%) (%)

Benchmarking Period
Financial year

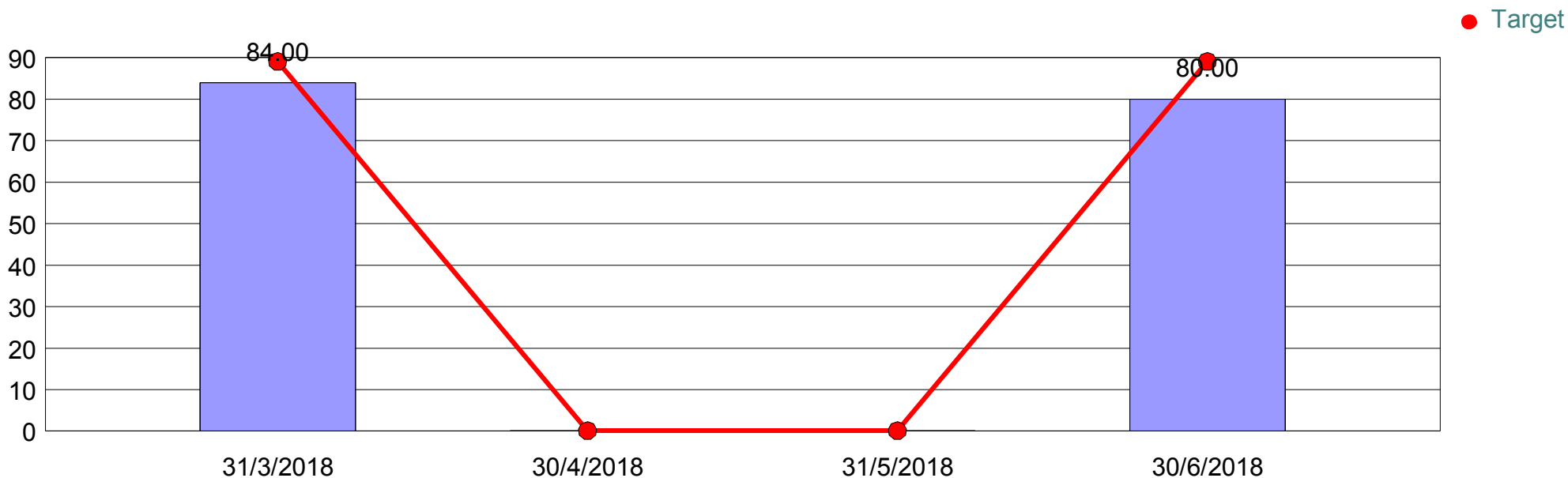
01 Apr 16
to
31 Mar 17

Updated Annually

Polarity
Low



Current and Previous Performance



Follow Up Action and Assurance Details

Accountable Lead

Adrian Calvert

Target Date

no date available

No Benchmarking Available

Accountable Lead Follow Up Action

Changes in national methodology has reduced the figure from 83.3% to 80.2% without individual school gratings changing. Under either methodology the target has not been met.

The Education and Early Years Service, OEP and OA have signed up to five key priorities for improvement with support being given to s:

1. Teaching, learning and assessment;
2. Effective leadership at all levels;
3. Literacy at all ages and stages, through a borough-wide initiative;
4. School readiness, child and family support;
5. Inclusion issues affecting the achievement of SEND, disadvantaged and International New Arrivals.

Work within all of these areas including School to School Support work in schools with the most need will support the improvement of this figure but this will need to run over the timescale of OFSTED frameworks.

Director Assurance

Andrew Sutherland

The service continues to prioritise the target and the core function of the restructured school improvement section of Education and Early Years Service, the Oldham Education Partnership and the Opportunity Area plan is to support and challenge all of our schools to be good or outstanding. Achievement of the target by 2020 however will be a significant challenge given the timescale of Ofsted inspections and the recent changes to methodology which retains the grading of academised schools in the benchmark. Notwithstanding these challenges the service will use all of its energy to be as close as possible to achieving the outcome.

Accountable Lead

Julie Holt

Follow-up Action

Q1 2018 report from the Peer Supporters services shows the breastfeeding rate at 6-8 weeks has increased. It includes women of younger age being referred from the Health Visiting service. The % of women who are being supported from the targeted wards has increased to 27% of referrals. The number of local venues signed up to the Breastfeeding Welcome Scheme has increased by 2 premises each quarter. Home start has been successful in obtaining additional funding from the Red Cross to reduce loneliness. They will offer 2 events and follow up support in Oldham for new Mums under 25 years to be delivered this year.

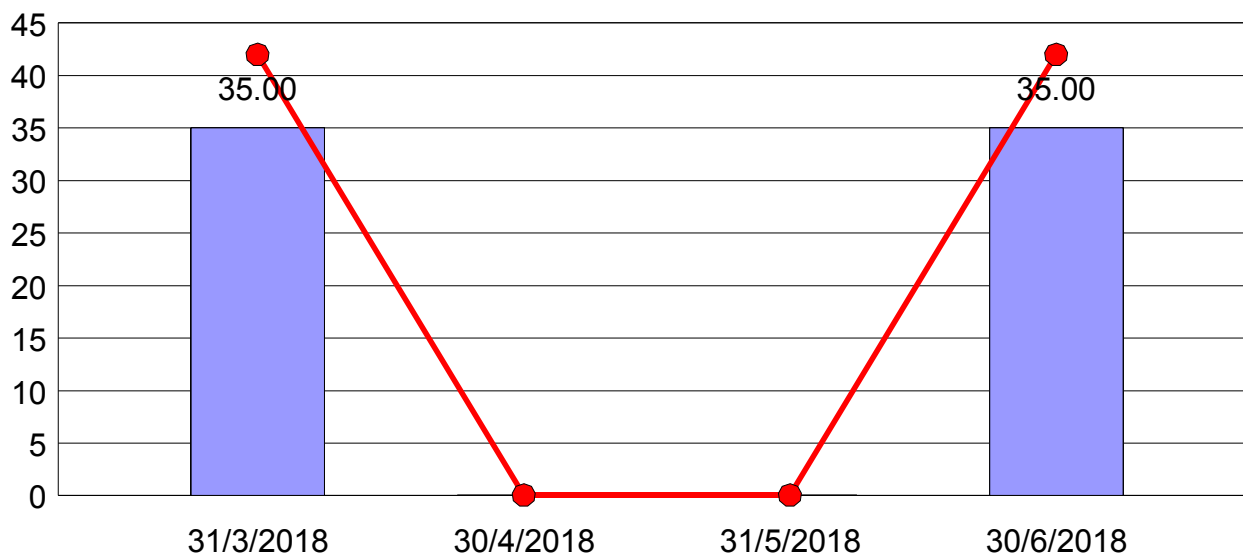
Director Assurance

Rebekah Sutcliffe

Detailed data analysis has been undertaken to review 6-8 week breastfeeding trends by ward, to ensure services are targeting support to areas with the greatest need. There has been marked improvement in breastfeeding rates over the last three years in the targeted wards, but the overall Oldham average has not changed. A comprehensive service offer and improvement plan is in place which is being monitored closely.

Current and Previous Performance

● Target



Prevalence of breastfeeding at 6-8 weeks (%)

Benchmarking Period

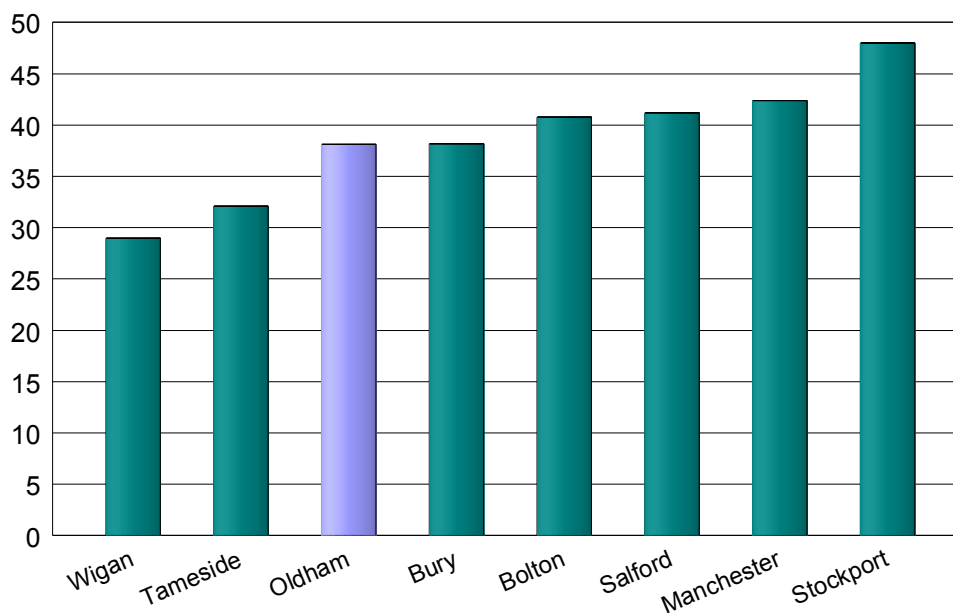
Financial year

01 Apr 16
to
31 Mar 17

Updated
Annually

Polarity

High



Appendix III - Corporate Plan Actions Detail

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
Corporate Objective 1 : An inclusive economy where people and enterprise thrive									
A01	✓	Fight for better transport links and connectivity to address economic imbalance across the region	Carol Brown	Cllr A Shah	11/7/2018	31/3/2019	31/3/2019	Ongoing work with TfGM & other organisations to ensure strategies/policies/future investment plans have positive impacts on the borough & fully reflect our priorities for a cleaner, greener & more prosperous Oldham- contributing to development of GMSF transport evidence base/delivery plan; submitting bids to GM Mayor's Cycling & Walking Infrastructure Fund.	16/7/2018
A02	✓	Extend free weekend car parking in town centre beyond 2016	Tom Stannard	Cllr S Fielding	6/7/2018	31/3/2019	31/3/2019	No change to the status of free weekend parking.	16/7/2018
A03	✓	Maintain 24-hour road repair promise for priority routes	Carol Brown	Cllr A Shah	11/7/2018	31/3/2019	31/3/2019	The 24 – hour repair promise network continues to have capital funding investment and interventions to the appropriate level as detailed within the current approved Transport Capital programme.	16/7/2018
A04	✓	Preparation for the delivery of Town Centre Masterplan	Tom Stannard	Cllr S Fielding	6/7/2018	31/3/2020	31/3/2020	Determine updated masterplan strategy with new Leadership and review delivery options. Proceed with market hall options.	16/7/2018
A05	✓	Deliver an exciting calendar of cultural events and attractions and enhance the tourism offer through Parliament Square and other locations and facilities	Tom Stannard	Cllr P Jacques	6/7/2018	31/3/2019	31/3/2019	Town Centre / Parliament Square: * (Easter was early events took place in March) * Arts event: Festival Oldham in May – 6000 attendees * Love Your Local Market campaign in May * Town Centre Business Awards in June – 64 participants * Appearance of Town Centre Mascots – 250 meet-and-greets	16/7/2018
A06	✓	Encourage investment in green and	Tom Stannard	Cllr S	6/7/2018	31/3/2019	31/3/2019	Exploring options for renewable technology	16/7/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A06		renewable technology to produce clean power and create jobs		Fielding	6/7/2018	31/3/2019	31/3/2019	at Alexandra Park depot and refurbishment / new build of Tommyfield market.	16/7/2018
A07	✓	Support Oldham Education Partnership Board in prioritising all the recommendations of Education & Skills Commission	Andrew Sutherland	Cllr P Jacques	6/7/2018	31/3/2020	31/3/2020	The Education Partnership is now established with schools, academies and colleges signed up to MOUs at their Governing Body meetings. Strong links are in place with the Local Authority and Opportunity Area to ensure progress on the relevant (not all) recommendations and targets.	16/7/2018
A08	✓	Focus on raising standards in reading writing, maths and phonics to level up educational outcomes at the end of all key stages	Andrew Sutherland	Cllr P Jacques	6/7/2018	31/3/2019	31/3/2019	The focus is in place but continued work by all partners is needed to level up outcomes. In 2017 gaps narrowed. Work is taking place with coordination between the LA, OEP and OA. Included is system led support for key schools and CPD/strategic work in phonics, literacy, maths and SEND.	16/7/2018
A09	✓	Be a strong voice in Greater Manchester for Fair Growth - equality of opportunities and investment, fight poverty	Tom Stannard	Cllr S Fielding	6/7/2018	31/3/2019	31/3/2019	Inward investment progress has been made with DPD (Chadderton) and Euro Garages (Hollinwood) supporting 330 new jobs over the lifespan of the schemes.	16/7/2018
A10	✓	Identify key employment sites to secure new job opportunities and investment	Tom Stannard	Cllr S Mushtaq	6/7/2018	31/3/2019	31/3/2019	Broadway Green Phase 1 of the new link road is nearly complete and phase 2 is expected to start on site in July. Hollinwood Junction Euro Garages have started on site on the former Roxy Cinema site and are programmed to open to trade in late August. Phase 1 of the highway works will start on site in January 2019.	16/7/2018
A11	✓	Support existing and attract new business from high profile retailers to independent traders	Tom Stannard	Cllr S Fielding	6/7/2018	31/3/2019	31/3/2019	The Independent Quarter gained 2 more retailers this quarter when Fusion 21 restaurant moved into 21 Mumps and	16/7/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A11					6/7/2018	31/3/2019	31/3/2019	Fishman Aquatics took a lease on 52 Yorkshire Street. The Council accepted offers on 24 Clegg Street and 18 Greaves Street from local independent businesses with both transactions being in legal and completion expected in the following quarter.	16/7/2018
A12	✓	Get Oldham Working to engage with 6,000 residents and fill 5,000 new employment-related opportunities by 2020	Tom Stannard	Cllr S Mushtaq	6/7/2018	31/3/2020	31/3/2020	2,468 residents have been engaged (906 above target) and 2,008 (446 over target) have filled new employment opportunities. This is due to the success ESF programmes Skills for Employment and RAISE.	16/7/2018
A13	✓	Encourage 'In work' progression to help at least 400 residents to move up the career ladder (Career Advancement Service)	Tom Stannard	Cllr S Mushtaq	6/7/2018	31/3/2019	31/3/2019	The service has engaged 316 residents. The project has recruited additional staff to achieve the target It is demonstrating a £5,500 uplift in pay for those completing the programme.	16/7/2018
A14	✓	Fight for a Fair Employment borough	Tom Stannard	Cllr S Mushtaq	6/7/2018	31/3/2019	31/3/2019	The Council is reviewing its position relating to the GM Mayoral Employment Charter and the Council Fair Employment Charter.	16/7/2018
A15	✓	Deliver Oldham's Cultural Quarter including new Oldham Coliseum Theatre, Arts & Heritage Centre	Tom Stannard	Cllr P Jacques	6/7/2018	31/3/2020	31/3/2020	Detailed design due to be complete July. Enabling work to realign Waterloo Street completed. Improvements to Waterloo Street and Rhodes Bank junction due to commence in Autumn.	16/7/2018
A16	✓	Invest in Tommyfield Market Hall	Tom Stannard	Cllr S Fielding	6/7/2018	31/3/2019	31/3/2019	Proceed with market hall work stream and review delivery options.	16/7/2018
A17	✓	Complete regeneration of Prince's Gate	Tom Stannard	Cllr S Fielding	6/7/2018	31/3/2020	31/3/2020	Complete agreements for land sale and hotel.	16/7/2018
A20	✓	Demolishing the gasholder and regenerating Hollinwood Junction; Attracting new independent traders in Shaw, Lees and Failsworth (A62 corridor); Delivering a	Tom Stannard	Cllr S Fielding	6/7/2018	31/3/2019	31/3/2019	Demolition of the gas holder is starting on site 9 July. This will kick-start the regeneration of the main Hollinwood Junction site. Grant on target in Shaw and Lees. Slow	16/7/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A20		new Saddleworth School and promoting the area's tourism offer.			6/7/2018	31/3/2019	31/3/2019	uptake along A62. Development of Saddleworth School still awaiting planning determination. The application cannot be determined under further FRA information has been submitted by the EFA.	16/7/2018
A21		To support the GM Digital Strategy and the GMCA to secure a grant agreement for the GM Full Fibre Challenge Fund	Tom Stannard	Cllr S Fielding	6/7/2018	31/3/2021	31/3/2021	Site selection has been completed on time. A report seeking co-financing will be completed by Quarter 2.	16/7/2018
A22		Implementation of current Local Plan (including monitoring and providing policy advice / input into key development initiatives / masterplans).	Tom Stannard	Cllr H Roberts	6/7/2018	31/3/2019	31/3/2019	Policy advice provided as and when required. Monitoring report scheduled for approval December 2018 and on track at present.	16/7/2018
A23		Ensure the Council's corporate objectives and social value are driven through the effective and prioritised review of contract management.	Joe Davies	Cllr A Jabbar	6/7/2018	31/3/2019	31/3/2019	The procurement function is developing; a new approach to increasing the level of SME involvement in service delivery; measures to ensure that frameworks do not become over expensive	24/7/2018
A24		Implement the Oldham Heritage & Arts Centre (OHAC) transition plan	Charlotte Stevenson	Cllr P Jacques	5/7/2018	31/3/2019	31/3/2019	Transition project established with agreed workstreams and governance. On target.	12/7/2018
A25		Leading the development of the GM Energy company - feasibility, funding bids, partnership	Rebekah Sutcliffe	Cllr A Jabbar	5/7/2018	31/3/2019	31/3/2019	Anthesis consultants commissioned to review GMCA work done over past 3 yrs and current market state & opportunities. Summary options report going to GMCA WLT in July 18. Oldham accepted as partner on EU "RETEP" project bid – would focus on potential of community energy to tackle fuel poverty.	12/7/2018
A26		Feasibility for electrical spec of Market Hall, car park & Civic Hub, liaison with FCHO on heat network feasibility.	Rebekah Sutcliffe	Cllr S Fielding	5/7/2018	31/3/2019	31/3/2019	Specification for renewables on proposed new market hall and multi-storey car park completed by University of Manchester. On hold pending new direction of Town Centre redevelopment. Meetings with FCHO taking place, Council providing energy data on	12/7/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A26					5/7/2018	31/3/2019	31/3/2019	existing Civic, Market Hall, for feasibility.	12/7/2018
A27		Leading delivery and analysis of CLES anchors work and implementing CLES evaluation framework	Rebekah Sutcliffe	Cllr S Fielding	5/7/2018	31/3/2019	31/3/2019	CLES outcomes and evaluation framework for PBI is due to be delivered by August 2018. CLES anchors/local wealth building work is progressing but not yet complete.	12/7/2018
A28		Commission tracking of number of young people attending higher education to provide a clearer picture of the sustained destination profile of each individual school to assist challenge on curriculum and pastoral support linked to supporting increased sustained positive destinations	Andrew Sutherland	Cllr P Jacques	6/7/2018	31/3/2019	31/3/2019	This exercise has not yet started as there is a need to scope out what could already be available to us from the Office for Students and via the Opportunity Area work. Once we have scoped this out we will be in a better position to identify how best we can deliver on this action. Planned discussion to take place during August.	16/7/2018
A29	Page 80	Successful implementation of the Opportunity Area three priorities of improving Early Years outcomes, raising attainment for all and fastest for disadvantaged and improving skills for life, learning and work. Coordinating delivery with Oldham Education Partnership and LA education establishment improvement functions	Andrew Sutherland	Cllr P Jacques	6/7/2018	31/3/2020	31/3/2020	Year One commitments are all in delivery. Plans for Year 2 and 3 are developed and will be implemented from September. Shared targets are in place with the LA and OEP.	16/7/2018
A30		Successful implementation of the five recommendation in the written statement of action linked to the SEND strategy: (See WSOA paper)	Andrew Sutherland	Cllr P Jacques	6/7/2018	31/3/2020	31/3/2020	At monitoring visit 03/07/18 with DfE and NHSE the LA and partners were monitored against the 5 recommendations. Progress is on track to deliver all recommendations within the specific timescales identified, follow on actions from the recommendations are being identified to ensure that children and young people with SEND have continually improved outcomes.	16/7/2018
A31		Lead on developing an agreed approach for how the Council and	Rebekah Sutcliffe	Cllr S Fielding	5/7/2018	31/3/2019	31/3/2019	CLES anchors/local wealth building work is progressing but not yet complete.	12/7/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
A31		partners will maximise spend			5/7/2018	31/3/2019	31/3/2019		12/7/2018
A32	✓	Invest £37 million in new primary and secondary school facilities	Andrew Sutherland	Cllr P Jacques	6/7/2018	31/3/2022	31/3/2022	Significant activity in establishing school places in good/outstanding schools. Development/build of a new primary school in Greenfield being overseen & work underway to expand primary schools in East Oldham and Chadderton. Significant investment and planned expansion at 3 secondary schools, rebuild at Royton & Crompton and continuing upgrades/expansion.	16/7/2018

Corporate Objective 2 : Thriving communities where everyone is empowered to do their bit

T01	✓	Use the Private Landlord Licensing Scheme to improve the quality of private sector housing	Carol Brown	Cllr H Roberts	11/7/2018	31/3/2019	31/3/2019	2500 applications for licenses received across 8 neighbourhoods with 1371 licenses being granted & 367 unannounced audits carried out. The team have made sure 235 hazards identified in rented properties rectified, acted on 41 warrants obtained from the Courts & prosecuted 41 landlords for not applying for licenses. Educational materials sent to landlords.	16/7/2018
T02	✓	Ensure our children in care get our parental support until the age of 25	Jill Beaumont	Cllr A Chadderton	6/7/2018	31/3/2019	31/3/2019	PA' are in post although there are some staffing issues in Aftercare services.	
T03	✓	Deliver pipeline of 1,000 new homes across the borough – with a range of high quality affordable and aspirational housing	Tom Stannard	Cllr H Roberts	6/7/2018	31/3/2019	31/3/2019	Over 520 new homes are being delivered at Lancaster Club, Limehurst Village, St Augustine's, Rose Mill and Acre Lane. 156 homes are due to start at Foxdenton and Counthill.	16/7/2018
T04	✓	Extend the National Award winning Warm Homes Oldham Programme	Tom Stannard	Cllr H Roberts	6/7/2018	31/3/2019	31/3/2019	Reverted to using Engie to deliver the Warm Homes service. Income maximisation service has been commissioned out to Auriga Services for Q2 onwards. Target of getting 800 people out of fuel poverty (with	16/7/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
T04					6/7/2018	31/3/2019	31/3/2019	a stretch target of 1000). Warm Homes funding until Mar-20. In 2019 seeking further funding and procure for Apr-19 onwards as framework contract runs out.	16/7/2018
T05	✓	Continue to develop co-operative communities where people support each other	Rebekah Sutcliffe	Cllr S Fielding	6/7/2018	31/3/2019	31/3/2019	Thriving communities business case has been signed off and recruitment of community connectors and progress towards launch of social action fund is on target Engagement with and joint problem solving communities is integral to PBI in all sites.	12/7/2018
T06		Ensure all of our children get a healthy start in life to enable them to thrive	Charlotte Stevenson	Cllr A Chadderton	6/7/2018	31/3/2019	31/3/2019	The Right Start contract is in its third year of the new delivery model and is showing evidence of impact across key measures including child development and oral health	12/7/2018
T08		Implement the Continuous Improvement Plan for children's services	Jill Beaumont	Cllr A Chadderton	6/7/2018	31/3/2019	31/3/2019	Continuous improvement plan in place via Getting to Good and self assessment process	
T09		Develop a case weighting system to ensure that newly qualified and experienced staff can increase contact with children and their families on their caseload and deliver high quality assessments	Jill Beaumont	Cllr A Chadderton	6/7/2018	31/3/2019	31/3/2019	Caseloads have been addressed through a short term investment in social workers in the assessment and long term teams. When caseloads stabilise we will revisit the merits of a case weighting system.	3/9/2018
T10		Commit to preserving and enhancing the quality of our environment through: - Britain in Bloom - Green Dividend - Prosecuting fly tippers and people who drop litter	Carol Brown	Cllr A Shah	11/7/2018	31/3/2019	31/3/2019	2018 Britain in Bloom entry focuses on Failsworth/Hollinwood corridor, Alexandra Park & the Town Centre. Green dividend extended to 2018/19, bids submitted for funding up to £5k. Since Jan 2018: 35 Fly-tipping prosecutions and 167 FPNs served for littering. 26 individuals prosecuted for non-payment of FPNs. Legal notices served + 20 FPNs for non-compliance.	16/7/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
T11	✓	Review of prevention and early intervention to inform recommissioning of Early Help	Jill Beaumont	Cllr A Ur Rehman	16/8/2018	31/3/2019	31/3/2019	A review of prevention and early intervention is to be undertaken, led by Rebekah Sutcliffe, which will set a strategic direction to inform the recommissioning of Early Help.	23/8/2018
T12		Oldham Leadership Board: Supporting key projects defined and agreed with OLB. Working with Policy to ensure best approach and co-ordinate cross-organisational messaging on priority agendas such as tackling social isolation and homelessness.	Carl Marsden	Cllr S Fielding		31/3/2019	31/3/2019	Meeting with Partnership Communications personnel to agree priorities and co-ordination to be confirmed for August 2018.	
T13	Page 83	Delivery impactful and consistent communications messages for the Oldham Cultural Quarter (Coliseum Theatre and Arts & Heritage Centre) in partnership with others	Carl Marsden	Cllr S Fielding		31/3/2019	31/3/2019	Initial discussions have been held with Oldham Coliseum Theatre, Gallery Oldham, Library and other partners. Key stakeholders for each organisation and project milestones, plus responsibilities, have all identified. Next phase is to define brand hierarchy and messaging to ensure clarity for residents, potential visitors and partners.	
T14		For OMBC to continue to take a lead GM role in the GM transformation agenda which includes working across the core features of the GMHSCP Care 2020 model (which includes supporting people to live independent lives for longer in their own homes)	Mark Warren	Cllr Z Chauhan	6/7/2018	31/3/2019	31/3/2019	The HoS for MH & LD chairs the monthly complex case forum where complex LD in long stay hospitals are discussed and plans for d/c progressed. This also identifies people at risk of admission and out of borough placement to expedite resources and support to prevent in line with Transforming Care.	
T15		To ensure that the Oldham safeguarding multi agency procedures are followed at a time of change. - undertake a peer safeguarding review with Stockport and MBC and respond to	Mark Warren	Cllr Z Chauhan	6/7/2018	31/3/2019	31/3/2019	The Safeguarding Peer Review with Stockport is underway, the Oldham self-assessment and site visit have been undertaken and full activity to conclude September 2018. A Safeguarding Board	

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T15		all recommendations - configure the MASH (adults) team to dovetail with the new LCO arrangements			6/7/2018	31/3/2019	31/3/2019	quality audit focusing on procedures to commence July 2018. A Business Analyst is supporting ASC to review the MASH and scope options for delivery within the LCO.	
T16		Develop a service specification for a new wellness service and tender the opportunity through a full procurement exercise	Charlotte Stevenson	Cllr Z Chauhan	9/8/2018	31/3/2019	31/3/2019	A draft specification has been developed based on resident consultation and clinical engagement carried out in 2017. The proposed service has no funding confirmation at this time. To add, currently no funding is aligned to this & we are awaiting an outcome of a review which will help inform potential levels of investment. More progress details next quarter.	
T17	Page 84	Lead, support and implement delivery of the Thriving Communities programme	Rebekah Sutcliffe	Cllr S Fielding	6/7/2018	31/3/2019	31/3/2019	Good progress made against all the Thriving Communities programme measures with TC Index in proof of concept stage, social action grants ready to be released and funding being drawn down.	12/7/2018
T18		Lead the development and delivery of Place Based Integration including clear evaluation and outcomes	Rebekah Sutcliffe	Cllr A Chadderton	5/7/2018	31/3/2019	31/3/2019	New site for PBI in Westwood and North Chadderton is up and running and delivering good outcomes/approach. Draft framework for PBI is being developed and on track.	12/7/2018
T19		Preventing and reducing Youth offending	Jill Beaumont	Cllr A Ur Rehman	13/7/2018	31/3/2021	31/3/2021	A multi-agency steering group established to prevent youth violence, which is a priority for the Community Safety and Cohesion Partnership, the Local Safeguarding Children Board and Greater Manchester. Resources identified to support short term interventions during the summer period whilst a longer term strategy is produced.	16/7/2018
T20		Reduce violent crime in Oldham Town Centre	Helen Lockwood	Cllr A Ur Rehman	16/8/2018	31/3/2019	31/3/2019	A working group is being established to co-ordinate Council and partner activity to	16/8/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
T20					16/8/2018	31/3/2019	31/3/2019	reduce violent crime in Oldham Town Centre, particularly associated with the night-time economy.	16/8/2018

Corporate Objective 3 : Cooperative services with people and social value at their heart

C01		Delivery of emerging ICT strategic roadmap to agreed time, cost and quality measures	Ray Ward	Cllr A Jabbar	6/7/2018	31/3/2019	31/3/2019	The Delivery of the IT strategic roadmap was re-profiled to complete FY'20-'21 at the November CIPB meeting. Current delivery of this program remains on target for completion during 2021, and significant progress has been made on several project streams including Mobile Data Management, Office365 and SharePoint technologies.	24/7/2018
C02		Effectively manage, support and deliver transformational change through a portfolio of transformation activity enabled by fit for purpose governance, methodology, and a transformation team.	Christopher Lewis	Cllr A Jabbar	6/7/2018	31/3/2019	31/3/2019	The PMO continues to support major change within the Council and working across organisational boundaries with partners. The corporate review of change is underway to build on the existing governance, methodology and to inform the future of the transformation team.	24/7/2018
C03		Improve digital inclusion, engagement, and skills for residents, members, and staff through a co-ordinated strategy and programme.	Ray Ward	Cllr A Jabbar	6/7/2018	31/3/2021	31/3/2021	The improvement of digital inclusion through the Residents First Programme remains on target & is being coordinated with the IT Strategy through the Strategic Roadmap programme. Improvements already delivered incl reporting of fly-tipping & pot holes & the next phase of the programme is looking to make improvements in the delivery of the pest control service	24/7/2018
C04		Through our Welfare Rights Service, support people adversely affected by Welfare Reform.	Anne Ryans	Cllr A Jabbar	2/7/2018	31/3/2019	31/3/2019	Good progress being made in order to ensure that the maximum number of people are assisted in, for example, gaining	24/7/2018

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
C04					2/7/2018	31/3/2019	31/3/2019	additional Council Tax Reduction	24/7/2018
C05		Reshape and transform access channels and end to end customer journeys through the delivery of the Resident First Programme.	Ray Ward	Cllr A Jabbar	6/7/2018	31/3/2020	31/3/2020	Phase 1 of the programme has been delivered and a number of benefits have been realised across the projects Phase 2 is in delivery and is focused on developing re-usable cross-cutting functionality to be rolled out across services in phase 3 of the programme. Phase 3 is being shaped and is due to commence in late September 2018.	24/7/2018
C06	Page 86	Corporate Narrative: Phase 2 Rollout of the #ourbit #yourbit #result narrative internally and externally across all communication channels	Carl Marsden	Cllr S Fielding		31/3/2019	31/3/2019	Second phase rollout ongoing. Update to go to future Strategic Communications meeting with Council Leader and Chief Executive.	
C07		Provide communications and digital support for the next phase of the Resident First project	Carl Marsden	Cllr A Jabbar		31/3/2019	31/3/2019	Ongoing. Pothole reporting self service form goes live w/c July 16. Self tracking form is also close to completion so that residents can see the live status of reports they make. New vehicle licensing application next to launch. Next phase is developing online appointment bookings using Pest Control as test case.	
C08		To ensure that all PCFT /ASC / Miocare staff have access to technology to assist them to practice including; smart phones (that sync with Windows 10), client database development and access, work rota systems	Mark Warren	Cllr Z Chauhan	6/7/2018	31/3/2019	31/3/2019	As part of the integration of community health and social care provision, work is underway to ensure that staff across ASC, MioCare and PCFT have appropriate technology to enable them to both carry out work and to ensure information sharing in a safe and secure environment.	
C09		To develop and implement a new Quality Assurance Framework and audit system to monitor practice at the	Mark Warren	Cllr Z Chauhan	6/7/2018	31/3/2019	31/3/2019	A Principal Social Worker(PSW) will be in post by 01/10/18. They will undertake an audit of front line practice & review of the	

Ref	Admin Priority	Actions	Action Updater	Cabinet Member	Date Comments Reviewed	Due Date	Forecasted Completion Date	Comments	Director Approve Date
C09		front line which includes demand management, improving practice and encapsulates case law and evidence based learning			6/7/2018	31/3/2019	31/3/2019	council's adult social care practice standards. To include any legal judgements & implications for ongoing social work practice. This will ensure that the voice of the social worker is embedded within the integrated teams.	
C10		To develop, design and implement a new personalised approach to our customers health and social journey including a new electronic Resource Allocation System (RAS)which can integrate health assessments (CHC)	Mark Warren	Cllr Z Chauhan	6/7/2018	31/3/2019	31/3/2019	This piece of work is ongoing. The Council have procured a new system to generate a RAS amount. Currently we are in the process of testing the system to ensure the system fits the needs of Oldham residents.	
C11	Page 87	To prepare revised policy and procedure documentation that includes outlining how statutory and regulatory requirements will be met across the new service provider and commissioner.	Mark Warren	Cllr Z Chauhan	17/7/2018	31/3/2019	31/3/2019	As with the work being carried out on IT (C08) work is also underway to ensure that existing policy and procedures across both community health and social care provision and commissioning are both sufficiently robust and meet the requirements of integrated working across the ICO.	
C12		Ensuring adequate business controls are developed which enable the service to achieve adequate and robust audit control mechanisms for the payment of services across the health and social care economy (supporting the Fundamental Financial Audit requirements)	Mark Warren	Cllr Z Chauhan	6/7/2018	31/3/2019	31/3/2019	Regular reviews and updates against our Fundamental Financial System improvement plan - put in place following the last FFA, are being undertaken as we progress and complete actions. The next FFA cycle is due to initiate in October 2019. Processes for supporting and facilitating this will be included in the scope of the QAF development.	
C13		Deliver the GIS improvement programme. Develop a singular approach to gathering, managing and analysing geographical data across the organisation	Dami Awobajo	Cllr S Fielding	5/7/2018	31/3/2020	31/3/2020	Delayed GIS delegated report was recently agreed. Recruitment of temporary resources now progressing. Anticipated that resources will be in place by next quarter to progress the programme. Service areas currently being engaged on requirements.	24/7/2018

Appendix IV - High Level Directorate Red Risks

Risk Group	Risk Owner	Portfolio	Risk	Project or Activity	Likelihood	Impact	Prev Qtr Trend	Mitigation	Review Date
Childrens Services	Merlin Joseph	Cllr P Jacques	RC06 Risk of not enough places therefore failing in statutory duty leading to increased parental complaints, increased CME and EHE and associated safeguarding issues.	Successful implementation of strategy for additional places, ensuring that this contributes towards sufficiency, quality and choice.	A Very High	II Critical	➡	We use basic need effectively, maintain close working relationships with RSC, MATs and Diocese; 5 year plan on education establishment capacities, secure suitable additional land for education establishment build where possible. Ensure members are fully briefed and supporting expansion and new build plans	03/09/18

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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